
Purpose

The purpose of this analysis is to develop a mitigation strategy that will minimize the potential negative impact of road restrictions during rehabilitation of Going-to-the-Sun Road. The analysis has two uses:

1. It will be used by the Going-to-the-Sun Road Advisory Committee (the Committee) in its deliberations during the fall and winter of 2001. "The purpose of the Committee is to advise the NPS in the development of alternatives for reconstruction of Going-to-the-Sun Road, focusing on road condition and reconstruction strategies, including scheduling, cost and measures to mitigate impacts on visitors and local economies." (Charter, Section B)
2. If Road rehabilitation is funded, an environmental impact statement (EIS) will be required. This analysis will also provide mitigation recommendations that become part of the socioeconomic component of the EIS.

In this analysis the term "mitigation" strategy is replaced with the term "visitor development" strategy because a goal of the Advisory Committee is to propose strategies that not only mitigate potential negative consequences, but also enhance the local economy through tourism and other visitor development initiatives.

The purpose of the visitor development strategy is to maintain or increase visitor expenditures in the local economy, which comprises a three-county area in northwest Montana plus a portion of southwest Alberta, Canada. Visitor expenditures can be increased in three principal and related ways:

- Attract more visitors
- Encourage visitors to stay longer, and
- Encourage visitors to spend more money per day.

The visitor development strategy and related actions will trigger local visitor expenditures only if businesses and local economic and tourism development organizations have confidence in, adopt, and adapt the actions to fit their circumstances. They are the ultimate implementers. For this reason, there have been several interim work sessions among local economic and tourism development specialists to review and prioritize the ideas presented in this chapter.

While there may be other community objectives such as improving year-round employment and protecting the natural environment, these are not the principal focus of the visitor development strategy and actions.

The visitor development strategy may be part of larger economic development objectives adopted by the State of Montana, the Province of Alberta, and the local communities; however, it is not intended to replace local economic development objectives.

Methods and Sources of Information

Methods. This analysis has been developed using a four-step process. Each step is summarized below.

Step #1. Mitigation Strategy Work Sessions --- September 2000. The first step was a series of informal brainstorming work sessions with local economic development and tourism development specialists. Two meetings were held on September 22, one in East Glacier and one in Kalispell. The primary purpose was to brainstorm answers to the questions listed below.

1. Imagine it is 2005 and the Going-to-the-Sun Road has been under reconstruction for several years. The local economy has never been stronger. It is just as you had imagined it would be and you are very proud. Your best friend is in town. What do you want to tell your friend about the community's accomplishments?
2. Which communities do you admire or are you curious about and consider a potential role model?
3. What communities do you want to avoid?

The results of these work sessions were the framework for the preliminary visitor development actions; they are presented in Appendix G.

Step #2. Preliminary List of Visitor Development Actions. With feedback from the first set of work sessions and other ideas compiled by the consulting team, a preliminary list of 38 possible visitor development actions was developed and circulated among local economic development and tourism development specialists and the socioeconomic working group of the Going-to-the-Sun Road Advisory Committee. This list is presented in Appendix E.

Step #3. Mitigation Strategy Work Sessions – January / February 2001. The third step was a second round of informal work sessions with local economic development and tourism development specialists. Four meetings were held: Kalispell, January 31; Cut Bank, February 1; Browning, February 1; and Polson, February 2. The purpose of these sessions was to review the preliminary list of 38 ideas and reduce it to a shorter list of priority visitor development strategies that the local community of economic and tourism development specialists support. Through several rating processes, described in Visitor Development Strategy Overview below, fifteen priority visitor development strategies were identified. The composite rating sheet from these work sessions is presented in Appendix F. A summary of comments from each work session, including any additional remarks provided on the rating sheets, is presented in Appendix G.

Step #4. Priority Visitor Development Actions. The consulting team developed further research on the priority visitor development actions. Research included potential costs, funding resources, staffing considerations, and initial steps. This research is presented in Priority Visitor Development Action Selection Process, a section which follows below.

The visitor development actions recommended in this report are the result of a collaboration between the consultant and the local economic development and tourism specialists. National Park Service staff purposely did not participate in the collaboration because they wanted the recommendations to be from the community. Some recommendations are inconsistent with the *General Management Plan*.

Sources of Information. A variety of formal and informal sources of information has been used to compile the priority visitor development actions. These sources included a survey of Glacier National Park visitors, telephone interviews with many organizations that manage visitor events or have marketing approaches that may be applicable, road-related mitigation experience that other national parks may have had, and telephone interviews with potential implementers and funders of the priority

visitor development actions. Each source of information is described more fully below and used in subsequent sections of this chapter.

- **Glacier National Park 2000 Survey of Visitors.** In August 2000, a sample survey of about 1,400 visitors was completed. A primary purpose of this survey was to quantify the expected visitor response to alternative types of road restrictions on Going-to-the-Sun Road. Relevant portions of this survey are summarized in subsequent sections of this chapter. A summary of key findings is presented in *Chapter 1: Survey of Visitors*.
- **Glacier National Park Survey of Potential Visitors.** In June 2001, a sample survey of 350 potential visitors was completed. This survey provided responses to questions about potential travel restrictions on Going-to-the-Sun Road. A summary of findings is presented in Chapter 2: Survey of Potential Visitors.
- **Research.** A round of telephone interviews were conducted with organizations that have visitor events or marketing approaches or provide visitor services that may have applicable merit. A list of these organizations follows:

Action Travel
Adventure Cycling Association
American Birding Association
Arrow Creek Ornithologists
Amtrak
Backroads Bicycle Tours
Bigfork Chamber of Commerce
Blackfeet Nation
Cody Wyoming
Colonial Williamsburg
Columbia Falls Chamber of Commerce
Confederated Salish & Kootenai
Cut Bank Chamber of Commerce
Durango, Colorado
East Glacier Chamber of Commerce
ESPN
Extreme Motorsports
Flathead Audubon Society
Flathead County Roads Supervisor
Flathead Valley Community College
Flathead Valley Convention & Visitors' Bureau

Fort Benton, Montana
Glacier Country Regional Tourism Commission
Glacier Waterton Visitor Association
Glacier Wilderness Guides
Grand Canyon, Arizona
Great Falls Montana (Main Street)
Jackson Hole Chamber of Commerce
Jasper
Kalispell Chamber of Commerce
Leavenworth (WA) Chamber of Commerce
Libby Chamber of Commerce
Metro Transit Authority, Los Angeles
Moab – Grand County Travel Council
Montana Assn. of Realtors
Montana Bar Association
Montana Department of Transportation
Montana's Finest Resorts
Montana Nature Conservancy
Montana Wilderness Association
Mountain Travel Sobek
Mule Shoe Outfitters
Nelson, B.C. District Chamber of Commerce
Phillipsburgh Chamber of Commerce
Steamboat Springs, Colorado
Sun Valley/Ketchum Chamber of Comm.
Telluride, Colorado
Trafalgar Tours
Travel Montana
Vail Valley Tourism & Convention Bureau
Vancouver Convention & Visitors' Bureau
West Yellowstone Chamber of Commerce
Whistler Chamber of Commerce
Whitefish Chamber of Commerce
Whitefish Convention & Visitors' Bureau
Wilderness Travel
Yellowstone National Park
Yosemite National Park

- ***Road-Related Mitigation Experience at Other State and National Facilities.***

To learn about effective mitigation alternatives used elsewhere, contact was made with each regional office of the NPS, U.S. Bureau of Reclamation, U.S. Bureau of Land Management (BLM), U.S. Geological Survey (USGS), and the U.S. Forest Service. Contact was also made with the Montana Department of Transportation and the Colorado Department of Transportation. In addition, a library search was conducted at the Technical Information Center of the NPS.

The results of this effort turned up relatively limited information on mitigating socioeconomic impacts. In many cases, staff reported that potentially negative socioeconomic impacts were considered, but the impacts were determined to be minor and temporary and no mitigation was necessary. Permanent socioeconomic impacts were considered positive. Most mitigation measures addressed potential impacts through design solutions.

The most helpful and relevant discovery was work completed at Yosemite National Park. Yosemite's recent Highway 140 road repair project required closure of the highway for extended periods of time. The park's staff designed, implemented, and managed an extensive public information program during the project, and their ideas have been incorporated into several visitor development actions.

From the perspective of socioeconomic mitigation, the Going-to-the-Sun Road rehabilitation project appears to be special, if not unique, for two reasons:

- Construction impacts will extend for several years and the desired permanent impact is similar to a return to "normal" conditions. Due to costs and the duration of activity, the construction impact will be a key focus of several visitor development actions. More typically, projects have a relatively short construction schedule and focus is directed toward permanent impacts.
- The Road is the only one that extends deeply into the park. Travel over the Road is synonymous with the visitor experience for most travelers.

Priority Visitor Development Actions

Fifteen priority visitor development actions emerged from the second round of work sessions with local economic and tourism development organization representatives. These ideas are listed below and developed more fully in a subsequent section.

Table 6: Priority Visitor Development Actions

Type	Action
Backbone Facility Four types of improvements are proposed: public transportation (1), roads (2), an amphitheater (3) and historic hotel upgrades (4). These improvements will not only enhance the visitor experience during rehabilitation of the Road, but will have lasting benefits that extend for years to come.	<ol style="list-style-type: none"> 1. Upgrade public transportation to and through Glacier National Park. 2. Improve roads adjacent to the park. 3. Upgrade and construct outdoor amphitheaters. 4. Upgrade & winterize historic hotels so they can accommodate visitors throughout the year. <i>(This is inconsistent with the Glacier National Park General Management Plan.)</i>
Event This action takes strategic advantage of the Lewis & Clark bicentennial events that will bring millions of additional visitors to Montana in 2005 and 2006.	<ol style="list-style-type: none"> 5. Use Lewis & Clark bicentennial events to introduce visitors to activities other than travel on the Road.
Marketing Five marketing actions are proposed. Two actions (8, 9) would occur during reconstruction of the Road; three actions (6, 7, 10) help prepare for reconstruction and should be quickly. These actions call for two new staff positions: a communications director (10) and a public information manager (9).	<ol style="list-style-type: none"> 6. Improve Internet hypertext linkages and websites regarding events, activities, festivals, cultural heritage and natural resources. 7. Change visitor prospect information to introduce sites other than the Road. 8. Develop information and add NPS staff to improve the experience of visitors who are stopped by the rehabilitation of the Road. 9. Activate a public information program to aid visitors and local businesses during rehabilitation of the Road. 10. Manage the media more effectively.
Visitor Service Two visitor service actions focus on NPS services at the visitor centers (12) and elsewhere within the Park (13). Action 11 aims to take advantage of the tremendous interest in Native American culture.	<ol style="list-style-type: none"> 11. Improve awareness of events and expand opportunities to learn more about the local Native American Heritage. 12. Broaden services provided at NPS visitor centers at the East and West entrances. 13. Open more of Glacier National Park to visitors and market new venues.
Organization Two actions are proposed to improve local hospitality services (14) and the delivery of visitor services through better coordination among organizations (15).	<ol style="list-style-type: none"> 14. Continue improving customer service through hospitality training. 15. Broaden and improve cooperation and communication among local organizations involved in visitor development.

While the bulk of this chapter focuses on the priority visitor development actions, there are many additional ideas that merit further consideration. These are contained in Appendix E and in the individual remarks provided within the second set of work sessions (Appendix G).

Going-to-the-Sun Road Rehabilitation Alternatives and Priority Visitor Development Actions

This section highlights the relationship between the Going-to-the-Sun Road rehabilitation alternatives (henceforth, road rehabilitation alternatives) and the priority visitor development actions summarized above and presented later in this chapter.

The fifteen priority visitor development actions are appropriate and useful regardless of which road rehabilitation strategy is selected. Some visitor development actions would take on added importance or urgency when matched with some road rehabilitation alternatives. The following discussion highlights these special considerations.

Table 7: Going-to-the-Sun Road Rehabilitation Alternatives and their Effect on Priority Visitor Development Actions

Going-to-the-Sun Road Rehabilitation Alternative	Effect on Priority Visitor Development Actions
<p>1. Repair as Needed. This strategy provides for basic operations and maintenance of the road, consistent with the current level of funding. It is the “status quo” alternative. Road repairs would be made without substantial pre-planning or design. When repairs are necessary, resources would be engaged to provide the best repair with the funding available. Little opportunity exists for utilizing specialized techniques such as prefabrication. These would be emergency repairs performed as needed.</p> <p>This alternative might continue indefinitely. For analysis purposes, the duration is estimated to be 50 years, costing between \$98 and \$117 million, in constant 2001 dollars. There is no assurance that the road would not fail, triggering a major, unexpected closure.</p>	<p>Action 9 (Activate a public information program.) takes on a different type of importance. Travel delays will be unanticipated. A method to spread the word about travel delays quickly must be designed.</p> <p>Action 10 (Manage the media.) also takes on a different type of importance. It will be essential to share information quickly and accurately and correct inaccurate and exaggerated information with equal speed.</p> <p>Action 15 (Broaden and improve communication among local organizations.) takes on added importance, as the flow of information about unanticipated road repairs will need to be quick, clear and accurate.</p>

Table 7: Going-to-the-Sun Road Rehabilitation Alternatives and their Effect on Priority Visitor Development Actions

Going-to-the-Sun Road Rehabilitation Alternative	Effect on Priority Visitor Development Actions
<p>1. Repair as Needed, continued</p> <p><i>From the Visitor's Perspective.</i> While trying to minimize traveler inconvenience, "necessary" travel delays would occur throughout the day and throughout the visitor season, as needed.</p>	<p>Since this alternative continues for an extended period of time, it broadens the array of other visitor opportunities (Actions 3, 5, 7, 11, 12, and 13) becomes more important. Visitors can be expected to return multiple times during road rehabilitation.</p>
<p>2. Priority Rehabilitations. This alternative differs from Alternative 1, "Repair-As-Needed" in that the planning and design of the work is conducted ahead of time. The historical, cultural, environmental, socioeconomic and long-term maintenance considerations are addressed in the planning and design.</p> <p>Individual site rehabilitation designs and traffic management plans would be prepared using an established list of priorities. Implementation would be based on priorities or as emergency situations arise and as funding and resources allow. Some opportunity exists for specialized, cost-effective, and time-effective construction techniques. The duration is estimated at 20 years.</p> <p>Total costs are estimated between \$90 million and \$107 million, in constant 2001 dollars. There are no assurances that the road would not fail, triggering a major, unexpected closure.</p> <p><i>From the Visitor's Perspective.</i> The types of delays would be similar to Alternative 1, but perhaps not as severe because pre-construction traffic management plans would have been prepared with an objective of minimizing visitor inconvenience. Also, preplanning will enable the community to know ahead of time when and where delays will occur.</p>	<p>The communications actions (9, 10, 15) are important but messages can be planned in a more methodical way.</p> <p>Since this strategy also continues indefinitely, broadening the array of other visitor opportunities (Actions 3, 5, 7, 11, 12, and 13) becomes more important. Visitors can be expected to return multiple times during road rehabilitation.</p> <p>Since the road rehabilitation projects will be known ahead of time, Action 13 (Open more of GNP to visitors and market new venues.) and Action 7 (Change visitor prospect information.) could be tailored to provide alternative visitor experiences for those inconvenienced by specific road construction activity.</p> <p>Knowing the construction schedule ahead of the season allows for proper planning and implementation of Action 8 (Improve visitor experience when stopped on the Road.) and Action 9 (Activate a public information program to aid visitors and businesses.).</p>

Table 7: Going-to-the-Sun Road Rehabilitation Alternatives and their Effect on Priority Visitor Development Actions

Going-to-the-Sun Road Rehabilitation Alternative	Effect on Priority Visitor Development Actions
<p>3. Comprehensive Shared Use. This is the base “build” alternative, against which other build alternatives are evaluated. The approach balances the needs of the rehabilitation with visitor use. Rehabilitation designs would be prepared in concert with historical, cultural, environmental, socioeconomic, and long-term maintenance considerations. As the designs are developed, an overall traffic management plan would be developed, addressing visitor mitigation. Construction would extend from mid-June through mid-October.</p> <p>This alternative requires eight to nine years and costs between \$81 and \$98 million in constant 2001 dollars.</p> <p><i>From the Visitor’s Perspective.</i> There would be minimal interference with traffic on the road during peak visitor hours, and weekends and holidays. Traffic delays of up to thirty minutes would occur on the shoulders of these peaks. Longer road closures of up to four hours could be scheduled at night during portions of the visitor season with fewer visitors. About 20 work days of closure are needed in September and October.</p>	<p>Action 1 (Upgrade public transportation) and Action 2 (Improve roads) are less critical since the impact on visitors using the Road during peak times is less pronounced than some other strategies.</p> <p>Action 8 (Improve visitor experience when stopped on the Road.) would be harder to implement or would be implemented in a streamlined way because significant interruptions would occur only on the shoulders of the peak days.</p> <p>Road Rehabilitation Alternatives 3, 4 and 5 might interest more visitors who are attuned to historical, cultural and environmental considerations. It might also attract more visitors after construction is complete for the same reasons.</p> <p>Road Rehabilitation Alternatives 3, 4, and 5 would be designed with long-term maintenance in mind, which might enhance future visitor travel relative to Alternatives 1 and 2.</p>
<p>4. Extended Rehabilitation Season. This strategy builds on Alternative 3 by extending the time the Road is under construction but closed to visitors. The Road would be open to visitors between July 1 and October 1. The construction season would extend from June 15 through November 1, weather permitting. It has all of the same considerations and attributes as Alternative 3, but requires fewer years because construction activity is unhampered by visitors for about five weeks each year.</p> <p>This alternative requires seven to eight years and costs between \$90 and \$108 million, in constant 2001 dollars.</p>	<p>Relative to other alternatives, Alternative 4 may be more helpful to local businesses that provide services to construction workers (lodging, restaurants, gasoline, etc.) because the construction season is extended from mid-June through October, weather permitting.</p> <p>Careful attention to alert travelers during non-peak travel times to possible delays through the communications actions (9, 10, and 15) is important. The public and the media need to be aware that there are minimal travel delays during peak days within the peak season. Clear messages about shortened visitor use times are vital.</p> <p>Action 1 (Upgrade public transportation) and Action 2 (Improve roads) are less critical since the impact on visitors using the Road during peak times is less pronounced than some other alternatives.</p>

Table 7: Going-to-the-Sun Road Rehabilitation Alternatives and their Effect on Priority Visitor Development Actions

Going-to-the-Sun Road Rehabilitation Alternative	Effect on Priority Visitor Development Actions
<p>4. Extended Rehabilitation Season, continued.</p> <p><i>From the Visitor's Perspective.</i> During peak days, weekends and holidays during the peak season, travel delays would be like Alternative 3. For two weeks in June and during the month of October, visitors could not use the Road.</p>	<p>Action 8 (Improve visitor experience when stopped on the Road) would be harder to implement or would be implemented in a streamlined way because significant interruption would occur only on the shoulders of the peak days and into the non-peak season.</p> <p>This alternative may be counterproductive to Action 4 (Upgrade and winterize historic hotels) during non-peak times.</p>
<p>5. Road Segment Closures. The initial approach is the same as Alternative 3, in that designs for all rehabilitation sites would be prepared in concert with historical, cultural, environmental, socioeconomic and long-term maintenance considerations. As the designs are developed, an overall road segment closure plan would be developed.</p> <p>Segments of the road would be closed to visitors throughout the season during the rehabilitation effort, but not between 10:00 a.m. Friday and 7:00 p.m. Sunday. The selection of road segments to be closed would be based on considerations that provide for a cost and time-effective means of rehabilitation.</p> <p>Work would occur between mid-June and mid-October. This is the lowest cost and shortest schedule of rehabilitation, short of closing the Road. This alternative requires six to seven years and costs between \$72 and \$84 million, in constant 2001 dollars.</p> <p><i>From the Visitor's Perspective:</i> This is the only alternative that includes road segment closure(s) for the peak visitor season during weekdays. It has the most significant impact on visitor convenience and travel experience during each construction year. Inconvenience would extend over fewer years than in other alternatives.</p>	<p>Action 1 (Upgrade public transportation) and Action 2 (Improve roads) are more critical since the impact on visitors using the Road during peak times is more pronounced than in any other alternative.</p> <p>Action 8 (Improve visitor experience when stopped on the Road) and Action 9 (Activate a public information program to aid visitors and businesses) take on added importance because disruption to the visitor experience is more pronounced.</p> <p>Action 10 (Manage the media) takes on added importance because clear and current messages regarding road accessibility are especially important.</p> <p>Actions that introduce additional visitor experiences that do not emphasize Going-to-the-Sun Road (7, 11 and 13) become particularly important to replace the visitor's inconvenience with other enjoyable experiences.</p>

The Glacier National Park Visitor

The local area has a number of assets and liabilities from a visitor development perspective. Many recommended alternatives either enhance use of assets or minimize the presence of liabilities. In some instances, one facet of an asset is also a liability.

Table 8: Assets & Liabilities of Local Community for Visitor Development

Assets	Liabilities
<ol style="list-style-type: none"> 1. Known natural resource of international stature. 2. Serene and quiet environment. 3. Rich cultural heritage. 4. More than a century of repeat visitors 5. Some underused resources, such as lodging and meeting space in the shoulder seasons. 6. Able group of economic development organizations. 	<ol style="list-style-type: none"> 1. Relatively limited budgets for existing visitor development organizations. 2. No major, continuing private-sector sponsorships for programs, facilities, or events.

Number of Visitors. Over the last 20 years, (1981 – 2000) there have been an average of 1.8 million visitors to Glacier each year. In 2000, visitors were 2.6 percent more than in 1999. While visitation has fluctuated in recent years without a consistent upward trend, the visitor base is an extraordinary asset for the local community. Many businesses exist due to the presence of these visitors.

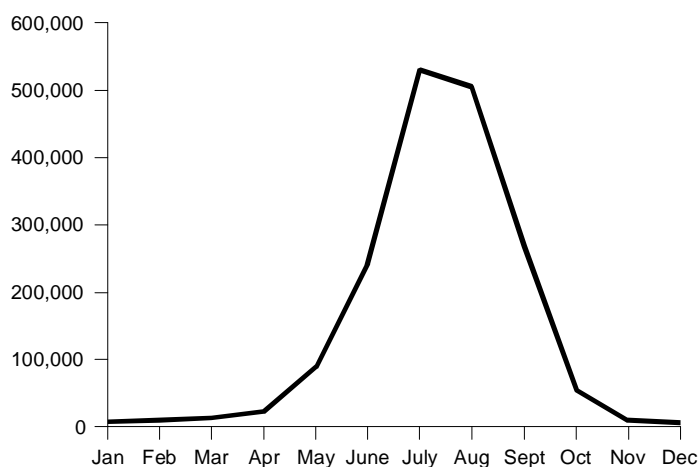


Figure 32: Visitors to Glacier National Park, 1999

Using 1999 as an illustration, approximately 88 percent of Glacier visitors come during June, July, August and September. While the Road may be open from May until the third week in October, depending on weather, it is seldom completely open until June. Relatively few visitors come between October and May. The historic lodges generally open and close with the opening and closure of the Road. (The

year 2000 was not used as an illustration because of the potential impact of forest fires elsewhere in the state which might have skewed trips to Glacier.)

Visitor Demographics. This section summarizes the demographic characteristics of the Glacier visitor and travel party and provides some analysis relative to potential visitor development actions. The primary source of information is the survey of visitors that was conducted in August and September of 2000. The large sample size of 1,432 provides some assurance that the results are sound from a statistical perspective. Where available, this information is compared with other demographic information.

Composite Visitor Characteristics.

Using all of the survey research information, composites have been developed of a typical travel party and visitor to Glacier. The typical travel party averages 2.84 people and is traveling in a car with other family members. Relative to the U.S. population as a whole, visitors have substantially higher household incomes and education, have visited the park an average of twelve times before, and intend to visit an average of three times more in the next three years. In general, respondents to the 2001 Survey of Potential Visitors had lower household incomes and larger travel party sizes.

**Composite Visitor Characteristics
(2000 Survey of Visitors)**

Household Income substantially above average
Educational attainment substantially above average
Has visited the park twelve times before
Intends to return to the park annually
Is traveling in a car with family members
Is traveling with an average party size of 2.84

Historic Trips to Glacier. Visitors have taken an average of twelve trips to Glacier National Park, including their current trip. Among the non-Montana visitors, the average was six trips; among the non-Montana and non-Canadian visitors, the average was four trips; among Montana visitors, the average was 46 trips.

**Average Lifetime Trips to
Glacier National Park,
Including this Trip
(2000 Survey of Visitors)**

Sample	Average Trips
All	12
Non-Montanans	6
Non-Montanans & Non-Canadians ...	4
Montanans Only	46

These average statistics include 44 percent for whom this was their first trip to the park.

Of those responding to the 2001 Survey of Potential Visitors, 38 percent had visited the park before. In 1991, a survey of visitors to Glacier found that 59 percent were

visiting for the first time (*Visitor Services Project – Glacier National Park*, Cooperative Park Studies Unit – Visitor Services Project – Report 35, Margaret Littlejohn, University of Idaho, March 1991; henceforth, *The 1991 Visitor Survey*). Similarly, a 1994 survey of visitors to Glacier also found that 59 percent were visiting for the first time (The Glacier National Park Visitor Use Study, Research Report 36, Theron Miller & Stephen McCool, Institute for Tourism and Recreation Research, University of Montana, August 1994; henceforth, *The 1994 Visitor Survey*.)

Relative to all visitors, the first-time visitors tend to (a) be on longer trips (three to four weeks), (b) have higher household incomes, (c) have more education, and (d) be from outside of Montana. Those with a college degree and those with a professional, managerial or technical job have taken slightly more trips than average.

A recent nationwide survey (*NPS Comprehensive Survey of the American Public*, September 2000) of the general public found that 32 percent have visited a unit of the National Park system within the last two years and 68 percent had not.

**Average Prior Trips to
Glacier National Park
in the Last Three Years
(2000 Survey of Visitors)**

<u>Sample</u>	<u>Average # of Trips</u>
None	58%
One or More Trips	39%
Don't Know	3%
Total	100%

Prior Trips to Glacier – Last Three Years.

For 58 percent of the visitors, this was their first trip to Glacier within the last three years; 39 percent had made one or more trips within the last three years.

The average number of trips to Glacier within the last three years was nine. Among non-Montana visitors, the average was four; among non-Montana and non-Canadian visitors, the average was three; among Montanans the average was sixteen.

Additional Trips to Glacier. Sixteen percent of the visitors plan no additional trips to Glacier, 45 percent plan one or more additional trips, and 39 percent are uncertain.

Visitors plan to take an average of nine additional trips to Glacier National Park in the next three years. Among non-Montana visitors, the number of average additional trips was three; among non-Montana and non-Canadians, the average was also three; among Montana visitors, the average was 21 trips. These average statistics include 16 percent who expect to take no additional trips.

This data suggests that every new or first-time visitor to Glacier is a likely repeat customer. Efforts to attract new visitors will have a multiplier effect on visitation for years to come.

Trip to Yellowstone. Twenty-three percent of Glacier visitors also planned to visit Yellowstone National Park on the same trip. Among those from outside of Montana, 28 planned a trip to Yellowstone. This information suggests that linked marketing and visitor information might be effective.

Resident Country. Ninety percent of the visitor respondents were from the United States and ten percent were from another country. Twenty percent of all respondents were from Montana. These proportions are similar to the *Glacier National Park 1996 Visitor Survey* (Miller, Freimund & McCool, University of Montana, School of Forestry, July 1997; henceforth, *The 1996 Visitor Survey*) where between 15 and 20 percent were from Montana. In the *1994 Visitor Survey*, eleven percent of summer visitors were from Montana.

Among U.S. respondents, 21 percent were from Montana and 79 percent were from other states. A list of states in descending order of frequency appears in the table to the right. This list is similar to the *1991 Visitor Survey* where visitors to Glacier were from the following top ten states in descending order: Montana, Washington, Minnesota, California, Illinois, Florida, Texas, Utah, Wisconsin, and Oregon. This list is similar to information provided by the Institute for Tourism and Recreation Research (University of Montana) which report summer visitors to Montana from the following states, in decreasing frequency: Washington, California, Idaho, Colorado, Wyoming, Oregon, Minnesota, Utah, Texas, North Dakota, Michigan, Wisconsin, Illinois, and Arizona.

Of the ten percent from another country, 68 percent were from Canada and 32 percent were from eleven other countries. Other countries, in descending frequency were

**Average Additional Trips To
Glacier National Park
in the Next Three Years
(2000 Survey of Visitors)**

Sample	Average # of Trips
None	16%
One or More Trips.....	45%
Don't Know	39%
Total	100%

**Respondents from U.S.
In Descending
Frequency
(2000 Survey of Visitors)**

Montana
California
Washington
Minnesota
Wisconsin
Oregon
Texas
Michigan
Pennsylvania
Florida
Ohio

United Kingdom, Germany, Belgium Switzerland, Australia and Italy. The list of foreign countries is nearly identical to those where Travel Montana advertises, including the United Kingdom, Germany, France, Belgium, the Netherlands, Italy, Japan and Taiwan.

Type of Vehicle Used for Trip (2000 Survey of Visitors)

Type	% of Sample
Car	57%
Sports Utility Vehicle.....	18%
Truck	12%
Motor Home	4%
Motor Cycle.....	1%
Other	8%
Total	100%

Average Travel Party Size (2000 Survey of Visitors)

All Respondents	2.83 people
Non-Montanans	2.73 people
Montanans	3.16 people

Travel Party Relationship (2000 Survey of Visitors)

Type	% of Sample
Family	62%
Friends Only	15%
Family & Friends.....	10%
Alone	8%
Other	3%
Organized /Guided Tour	2%
Total	100%

Vehicle. Fifty-seven percent traveled in a car, eighteen percent in a sports utility vehicle, twelve percent in a truck, four percent in a motor home, and one percent on a motorcycle. Visitors who reside in Montana were more likely to travel in a sports utility vehicle (24 percent) or a truck (18 percent) than non-Montanans. In the 1994 Visitor Survey, 86 percent traveled in a car and six percent in a "recreation vehicle."

Travel Party Size. The average visitor travel party size was 2.83 people. Among non-Montanans, the average size was slightly lower (2.74 people) than Montanan travel parties (3.16 people). The 1991 Visitor Survey reported an average travel party size of 3.7 people. The 1994 Visitor Survey reported an average travel party size of 2.7 people for summer visitors. The 2001 Survey of Visitors had an average travel party size of 3.6.

Travel Party Relationship. Sixty-two percent of the respondents traveled with members of their family, fifteen percent traveled with friends, and an additional ten percent were traveling with both family and friends. Only two percent were traveling with an organized group or tour, and eight percent were traveling alone. Seventy-six percent of the potential visitor respondents plan to travel with family members. The 1991 Visitor Survey and the 1996 Visitor Survey also

found that most travel parties consisted of family members.

Travel Party Demographics. The most typical Glacier travel party contains a family comprised of two adults and one child.

Adults 46 to 64. Fifty-four percent of all travel parties contained at least one adult between 46 and 64 years old. For those with adults in this group, the average number was 1.9. Twenty-four percent of all travel parties contained only adults between 46 and 64.

Adults 25 to 46. Thirty-nine percent of all parties contained an adult between 25 and 45. For travel parties with an adult in this age group, the average number was also 1.9. Fourteen percent of all travel parties contained only adults in the age group.

Seniors. Twenty-two percent of all travel parties contained at least one senior who was 65 or older. For parties with a senior, the average was 1.7 people. Nine percent of all travel parties contained seniors only.

Young Adults, 17 to 24. Ten percent of all travel parties contained at least one person between seventeen and 24 years old.

Children. Twelve percent of all travel parties contained at least one person between six and sixteen years old and six percent contained preschoolers who were six years old or less.

This data is particularly useful in understanding the portion of the visitor market that might be attracted to activities geared towards families, adults-only, and senior travel parties.

Travel Party Demographics (2000 Survey of Visitors)

Characteristic	% of Total
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Travel Party Contained at Least One Person
Who was:

Less than 6 years old	6%
6 to 16 years old.....	12%
17 to 24 years old.....	10%
25 to 45 years old.....	39%
46 to 64 years old.....	54%
65 or more years old	22%

Travel Party Contained Only People Who
Were:

17 to 24 years old.....	2%
25 to 45 years old.....	14%
65+ years old.....	9%

Respondent Age. The average age of the visitor respondent was 50 years. In the *1996 Visitor Survey*, the average age was 43 years. The average age of the potential visitor respondent was 51. In the *1994 Visitor Survey*, the average respondent age was 47 years for summer visitors. In the *1991 Visitor Survey*, the average respondent age was 44 years.

1999 Household Income (2000 Survey of Visitors)		
<u>Income Group</u>	<u>Survey % of Total</u>	<u>U.S. Census % of Total</u>
Less than \$25,000	11%	32%
\$25,000 to \$50,000	23%	28%
\$50,000 to \$75,000	22%	18%
\$75,000 to \$100,000	18%	10%
\$100,000 +	<u>26%</u>	<u>12%</u>
Total	100%	100%

1999 Household Income. Visitor respondents were asked their 1999 household income. This data reflects information from respondents only. If the travel party contained more than one household, only the respondent's household information is reflected.

Household incomes among respondents were quite high relative to the general population. Twenty-six per-

cent report household incomes of \$100,000 or more, including thirteen percent who report household incomes of \$150,000 or more. The U.S. Bureau of the Census reports (*Money Income in the United States: 1999*) that in the United States, only twelve percent of all households earned a household income of \$100,000 or more in 1999. Eighteen percent of the respondents report household incomes between \$75,000 and \$100,000; in the U.S. ten percent earn incomes in this range. Among respondents, 22 percent earned household incomes between \$50,000 and \$75,000; in the U.S. eighteen percent earn incomes in this range. Among respondents, 23 percent report incomes between \$25,000 and \$50,000; in the U.S. 28 percent earned incomes in this category. While only eleven percent of respondents earned income of \$15,000 or less, 32 percent of households in the U.S. earn incomes in this range.

The median 1999 household income among all households in the U.S. was \$40,816. Since visitor respondents were asked a multiple-choice question regarding income, a comparable figure from the survey research is not available.

Higher income households tend to be from outside of Montana, plan to spend fewer nights in the Glacier area, have planned their trip relatively quickly (one month or less), and have an advanced college degree.

Household incomes among potential visitor respondents were generally aligned with national averages.

Educational Attainment. Each respondent was asked his or her highest educational attainment. Respondents have significantly more education than the average of all adults over 25, as reported by the U.S. Census Bureau, Educational Attainment In the United States, March 2000. Among respondents, 74 percent reported having a college degree or more. In contrast, among all adults over 25 in the U.S., only 34 percent report having a college degree or more. Only two percent of the respondents report having less than a high school education; in the U.S., 15 percent report having less than a high school education.

**Educational Attainment
(2000 Survey of Visitors)**

<u>Education</u>	Respondents <u>% of Total</u>	U.S. Census <u>% of Total*</u>
Less than High School	2%	15%
High School Graduate	24%	51%
College Graduate	41%	25%
Advanced College Degree	33%	9%
Total	100%	100%

* All adults 25 and over.

These visitor statistics are similar to respondent demographics compiled in the 1996 *Visitor Study* that found the average years of respondent education to be between 16.2 and 16.6 years. The 1994 *Visitor Survey* reported the average level of education was fifteen years.

Visitation With Road Restrictions

2000 Survey of Visitors. A primary purpose of the August 2000 Survey of Visitors was to understand visitor response to questions regarding potential restrictions on the Road. For three-fourths of the respondents with a yes/no opinion, advance knowledge regarding road restrictions to one side of the Road would not deter their plans to travel to the park. However, advance knowledge would cause uncertainty about coming for nineteen percent.

Knowing in advance that there were alternative ways to visit the road-restricted Logan Pass area significantly ameliorated the potential negative impact on park visits. For example, knowing that visitors could wait and drive or take a sightseeing bus reduced the probable reduction in visits to fourteen percent.

The survey results also suggest that effective marketing communications could reduce the probable visitor reduction even further. The survey questions led with

blunt statements about road restrictions and then queried visitors about possible ways to handle the restriction.

2001 Survey of Potential Visitors. Respondents to the 2001 Survey of Potential Visitors were more optimistic about visiting the park than respondents to the 2000 Survey of Visitors. After responding to a series of questions about various potential travel restrictions to Going-to-the-Sun Road, 95 percent of the potential visitor

respondents with a yes/no answer said they would still come to Glacier, and five percent said they would not. An important 22 percent said they “don’t know” whether they would come or not.

Economic & Visitor Development Organizations

Alberta Community Development
Bigfork Chamber of Commerce
Blackfeet Tribal Council
Chinook Country Tourist Association
Columbia Falls Chamber of Commerce
Confederated Salish & Kootenai Tribal Council
Cut Bank Chamber of Commerce
East Glacier Chamber of Commerce
Flathead Convention & Visitors' Bureau
Flathead County Port Authority
Glacier Action & Involvement Now (GAIN)
Glacier Country Regional Tourism Commission
Glacier-Waterton Visitors' Association
Kalispell Chamber of Commerce
Lakeside-Somers Chamber of Commerce
Port Polson Chamber of Commerce
Ronan Chamber of Commerce
Russell Country Regional Tourism Commission
St. Ignatius Chamber of Commerce
Somers – Lakeside Chamber of Commerce
Travel Montana
Whitefish Chamber of Commerce
Whitefish Convention & Visitors' Bureau

Current Visitor Development Strategies & Actions

The intent of the visitor development strategy is to build upon the foundation of current visitor development facilities, services and activities, as well as introduce new actions.

There are nineteen economic development and visitor development organizations in the three-county Glacier area plus an additional two organizations in Southeast Alberta, one bi-country organization, and one state-wide organization.

Local organizations are active in magazine advertising, developing an internet presence, database marketing, developing travel guides, hosting familiarization trips for travel writers and media producers, attending trade

and travel shows, staffing visitor information centers, and sponsoring events. A sampling of major events and activities is included below.

The cornerstone attraction is Glacier, which hosted approximately 1.7 million visitors in 2000.

Other major draws include Flathead Lake, Big Mountain Ski Resort, Waterton Lakes National Park, and Hungry Horse Dam.

Table 9: Sampling of Major Visitor Events and Activities in Glacier National Park Area

Season	Event
Winter (Dec. Jan., Feb.)	<ul style="list-style-type: none"> Night of Lights, December, Columbia Falls Whitefish Winter Carnival, February, Whitefish Columbia Falls Snowmobile Grass & Drag Races, Columbia Falls Advertising in <i>Real America International</i>,
Spring (Mar., April, May)	<ul style="list-style-type: none"> Story Telling Roundup, April, Cut Bank Art League Spring Exhibition, Bigfork Stumptown Days, May, Whitefish Advertising in <i>Better Homes & Gardens</i>, <i>National Geographic Traveler</i>, <i>Reader's Digest</i>, <i>Sunset</i>, <i>Travel Holiday</i>, <i>AAA Home & Away</i>, <i>Texas Monthly</i>, <i>Travel America</i>, Internet Banner in <i>Houston Chronicle</i>, <i>Yahoo</i>
Summer (June, July, Aug.)	<ul style="list-style-type: none"> Flathead Valley Music Festival, summer, various venues Riverbend Concert Series, summer Sundays, Bigfork Bigfork Whitewater Festival, (international kayak racing), June Sun Child Re-Creation Camp, Browning Artists and Craftsmen of the Flathead Valley Summer Show, July, Kalispell Lewis & Clark Festival, July, Cut Bank Hockaday Museum of the Arts in the Park, July, Kalispell Artists and Craftsmen of the Flathead Summer Show, July, Kalispell North American Indian Days, July, Browning Heron Park Horse Trials, July, Whitefish Annual Arts Festival, July, Whitefish Heritage Days, Columbia Falls Outdoor Art Festival, August, Polson Huckleberry Days, August, Whitefish Live History Day, July, Polson Heart Butte Society Celebration, August, Browning Pioneer Days and Lake Country Fair, August, Ronan Bigfork Festival of the Arts, August, Bigfork BACC Annual Antique Show & Sale, August, Bigfork Advertising in <i>Mature Outlook</i>, <i>Home & Away</i>
Fall (Sept., Oct., Nov.)	<ul style="list-style-type: none"> Native American Awareness Week, September, Pablo Northwest Montana Antique Power Association Threshing Bee, September, Columbia Falls Whitefish Summer Games, September, Whitefish Taste of Whitefish, September, Whitefish

Table 9: Sampling of Major Visitor Events and Activities in Glacier National Park Area

Season	Event
Fall, continued (Sept., Oct., Nov.)	<ul style="list-style-type: none">• Port Polson Oktoberfest and Harvest Festival, Polson• Glacier Jazz Stampede, October, Kalispell• Tamarak Time! (festival), October, Bigfork• Wardance Championships, Pablo, mid November• Advertising in <i>Ski/Skiing</i>• Internet Banner in <i>SkiNet</i>

Visitor Development Strategy Overview

This strategy and related actions have developed through collaboration among local economic development and tourism development specialists and the business community. Many actions recommended below underscore the importance of existing activities in the local area; some actions introduce new ideas for consideration. No idea is truly unique. Some ideas have been generated from within the community; others have been borrowed from other communities or are uniquely conceived.

Primary and Secondary Objectives. Each visitor development action is designed to attract more visitors, encourage visitors to stay longer, encourage visitors to spend more money per day, or all three. These are the primary objectives. (The visitor development strategy comprises one portion of the Going-to-the-Sun Road Engineering and Socioeconomic Study. This Study is being prepared to identify strategies to rehabilitate the road while minimizing potentially negative environmental, cultural, historic, and socioeconomic impacts.)

In addition, the local economic and tourism development community have identified a number of secondary objectives, which are listed below.

1. Produce authentic experiences such as Colonial Williamsburg, not contrived experiences such as those offered in Las Vegas. Embrace and enhance the local cultural heritage.
2. Produce unique experiences, not replicated experiences.
3. Broaden the use of natural resources over the course of the year and the course of a day rather than heighten activity during peak days and times of the day.
4. Minimize disruption to the natural environment.

5. Improve the quality of existing jobs and create new job opportunities for year-round employment.
6. Establish joint ventures and strategic alliances with foundations, businesses (airline, travel agencies, outdoor apparel, etc.), educational institutions, state and local governmental agencies, professional trade organizations, and other organizations of a national and international caliber.
7. Attract new visitors or new types of visitors, as many first time visitors become repeat visitors.
8. Create entrepreneurial opportunities for local residents.

Types of Actions. The visitor development strategy that has emerged from this analysis contains a combination of bold and modest ideas, some expensive and some inexpensive. A single entrepreneur may be able to implement some ideas while others will require intricate partnering between public and private parties and strategic alliances and partnerships with others.

Some ideas tie directly to the visitor experience while on Going-to-the-Sun Road; others broaden the visitor experience. However, all actions are designed to bolster the local economy.

Some actions are labeled “backbone” recommendations in that they enable other actions. An example is improving the historic lodges in the park so they can be used to attract visitors throughout the year, not just during the summer months.

Some visitor development actions are bold initiatives designed to attract new visitors who have never considered a visit to the area.

Some actions might contain that one additional incentive that motivates an already interested visitor prospect to make the trip.

Still other actions are modest ideas that are designed to extend the visitors stay for a day or even for a few hours. A new short hike or a lecture by a naturalist might fall into this category.

Some actions neither add visitors nor extend their stay, but they spread use of existing natural resources, thereby creating a better visitor experience and lessening dam-

age to the environment. An example would be introducing visitors to a broader of set activities to enjoy the park, thereby de-emphasizing the Road and Logan Pass.

Some ideas are freestanding while many others are connected or complimentary with one another.

Visitor development actions have been categorized into ideas that (a) require construction of a (“backbone”) facility, (b) establish or underscore an event, (c) market the area, (d) provide a visitor service, or (e) foster better internal organization among local economic and visitor development organizations.

Table 10: Types of Visitor Development Actions

Type	Description
Backbone Facility (<i>public, private</i>)	<ul style="list-style-type: none">• Increase usage of an existing facility• Improve an existing facility (expand capacity, winterize)• Construct a new facility
Event (<i>athletic, educational, cultural, business</i>)	(These are one-time or annual events) <ul style="list-style-type: none">• Improve an existing event and broaden its draw potential• Establish a new event
Marketing	<ul style="list-style-type: none">• Attract more visitors• Spread visitors into the shoulder seasons• Broaden visitor demographics (<i>age, income, ethnic background, country of origin</i>)
Visitor Service (<i>athletic, educational, cultural, business</i>)	(These are continuing services) <ul style="list-style-type: none">• Improve an existing service• Provide a new service
Organization	<ul style="list-style-type: none">• Improve coordination and cooperation among local economic development groups and tourism-related businesses• Improve communication and cooperation with members of the Blackfeet, and the Confederated Salish and Kootenai Tribes

The original set contained 38 visitor development actions: four backbone facilities, thirteen events, twelve marketing concepts, six visitor services, and three internal organization actions. The priority set of fifteen development actions contains all four backbone facilities: one event, five marketing concepts, three visitor services, and two internal organization actions.

This section presents the priority action recommendations in more detail. It includes a description of each action, identifies the type of action (facility, event, marketing, visitor service, or organization), summarizes the targeted demographics and the

expected result, provides information about potential technical specialists, suggests who the primary implementers might be and associated staffing requirements, provides budget estimates and funding resources where available, and suggests some initial or next steps.

Where possible, examples are provided. The local examples are intended to acknowledge where or how the action is applied. The non-local examples are intended to give reviewers an idea of how others implemented the action.

Where possible, linkages with individual visitor development actions with road rehabilitation alternatives are provided.

No distinction has been made between actions that would occur within the park or outside of the park.

Priority Visitor Development Action Selection Process

Priority visitor development actions are those that the local economic and tourism development specialists recommend that the Advisory Committee pursue as part of its Going-to-the-Sun Road assignment.

Participants in the January/February 2001 visitor development strategy work sessions were asked to provide feedback on 38 preliminary visitor development actions (Appendix E) in three ways:

- Participants provided individual preference ratings for each idea (Appendix F).
- Participants provided an intensity ranking by “spending 100 points (Appendix F).
- Participants provided informal remarks during the work sessions (Appendix G).

The top twenty actions from the individual preference ratings and the intensity rankings are summarized below. Among these, there are fifteen actions that appear on each list. This comprises the priority visitor development actions; they are listed below and are explored in more depth in the next section of this report.

Table 11: Priority Visitor Development Actions

Type	Action
Backbone Facility	1. Upgrade public transportation to and through Glacier.
	2. Improve roads adjacent to the park.
	3. Upgrade and construct outdoor amphitheaters.
	4. Upgrade and winterize historic hotels so they can accommodate visitors throughout the year.
Event	5. Use Lewis & Clark bicentennial events to introduce visitors to activities other than travel on the Road.
Marketing	6. Improve Internet hypertext linkages and websites regarding events, activities, festivals, cultural heritage and natural resources.
	7. Change visitor prospect information to introduce sites other than the Road.
	8. Develop information and add NPS staff to improve the experience of visitors who are stopped by rehabilitation of the Road.
	9. Activate a public information program to aid visitors and local businesses during Road rehabilitation.
Visitor Service	10. Manage the media more effectively.
	11. Improve awareness of events and expand opportunities to learn more about the local Native American Heritage
	12. Broaden services provided at NPS visitor centers at the East and West entrances.
Organization	13. Open more of Glacier to visitors and market new venues.
	14. Continue improving customer service through hospitality training.
	15. Broaden and improve cooperation and communication among local organizations involved in visitor development.

Two additional ideas appear on the top ten list of one of the scoring sheets; eight ideas appear on the next ten list of one of the scoring sheets. This additional list comprises supplementary actions that might also be pursued.

Table 12: Supplementary Visitor Development Actions

Appeared in the Top Ten List of One Scoring Sheet
Establish and cultivate relations with adventure travel agencies.
Attract more conferences in the spring and fall months.
Appeared in the Second Ten List of One Scoring Sheet
Produce taped series on visitor experiences, de-emphasizing the Road.
Increase the number of naturalists who can interpret park features.
Build on the success of existing music & performing arts events; increase the # & diversity of events.
Partner with Banff, Yellowstone and Waterton International Peace Park.
Bolster familiarization tours.
Establish more groomed snowmobile, cross-country and snow-shoe trails and related services.
Host conferences to observe the Road construction techniques and activities.
Host annual "how to" workshops and lectures for nature enthusiasts.

Individual Preference Rating. Participants were also asked to rate each visitor development action in one of four categories: "pursue now," "neutral or OK," "bad idea!" and "don't know." The tabulation below was calculated by assigning a weight of plus one for "pursue now," zero for "neutral" and "don't know," and minus one for "bad idea." The top 20 appear below. The complete results of these rankings appear in Appendix G.

**Table 13: Individual Preference Ratings,
Top 20 Visitor Development Actions in Descending Order**

Action	"Points"
Improve Internet hypertext linkages and websites that offer events, activities, festivals, cultural heritage and natural resources.	18
Improve roads adjacent to the park.	18
Manage the media more effectively.	16
Change visitor prospect information to introduce sites other than the Road.	15
Activate a public information program to aid visitors and local businesses during Road rehabilitation.	15
Attract more conferences in the spring and fall months.	14
Broaden and improve cooperation and communication among local organizations involved in visitor development.	14
Open more of Glacier to visitors and market new venues.	14
Establish and cultivate relations with adventure travel agencies.	14
Broaden services provided at NPS visitor centers at the East and West entrances.	14
Improve awareness of and expand opportunities to learn more about the local Native American heritage.	13
Continue improving customer service through hospitality training.	13
Build on the success of existing music and other performing arts events; increase the number and diversity of events.	12
Partner with Banff, Yellowstone, and Waterton International Peace Park.	12
Use the Lewis & Clark series of bicentennial events to introduce visitors to activities other than travel on the Road.	12
Upgrade public transportation to and through Glacier.	12
Develop information and add NPS staff to improve the experience of visitors who are stopped by Road rehabilitation	11
Bolster familiarization tours.	11
Upgrade and winterize historic hotels so they can accommodate visitors throughout the year.	10
Upgrade and construct outdoor amphitheaters.	10

Intensity Ranking. Participants in the visitor development strategy meetings in January and February were asked to spread “100 points” among visitor development actions that, in their judgment, should be pursued the most. This method of ranking was used to measure intensity of the participant’s recommendations. A summary of the top twenty is presented below in descending order. Complete rankings for all actions presented at the work sessions are summarized in AppendixF.

**Table 14: Intensity Ranking
Top 20 Visitor Development Actions in Descending Rank**

Action	“Points”
Upgrade public transportation to and through Glacier.	268
Improve roads adjacent to the park.	142
Manage the media more effectively.	75
Change visitor prospect information to introduce sites other than the Road.	72
Use Lewis & Clark bicentennial events to introduce visitors to activities other than travel on the Road.	67
Open more of Glacier to visitors and market new venues.	62
Upgrade and winterize historic hotels so they can accommodate visitors throughout the year.	59
Activate a public information program to aid visitors and local businesses during Road rehabilitation.	59
Broaden and improve cooperation and communication among local organizations involved in visitor development.	57
Improve Internet hypertext linkages and websites regarding events, activities, festivals, cultural heritage and natural resources.	51
Continue improving customer service through hospitality training.	48
Upgrade and construct outdoor amphitheaters.	45
Broaden services provided at NPS visitor centers at the East and West entrances.	40
Produce taped series on visitor experiences, de-emphasizing the Road	40
Increase the number of naturalists who can interpret park features.	38
Develop information and add NPS staff to improve the experience of visitors who are stopped by the Road rehabilitation.	33
Improve awareness of events and expand opportunities to learn more about the local Native American heritage.	31
Establish more groomed snowmobile, cross-country and snow-shoe trails and related services.	31
Host conferences to observe Road construction techniques and activities.	28
Host annual conferences, “how to” workshops and lectures for nature enthusiasts.	22

Priority Visitor Development Actions

The fifteen priority visitor development actions are listed below and are grouped into four categories: backbone facility, events, marketing, visitor service, and organization. These actions are grouped by category, but are not in order of rank or importance. Each development action is detailed more fully in Table 11, Priority Action Strategies.

Table 15: Priority Visitor Development Actions

Type	Action
Backbone Facility	1. Upgrade public transportation to and through Glacier.
	2. Improve roads adjacent to the park.
	3. Upgrade and construct outdoor amphitheaters.
	4. Upgrade & winterize historic hotels so they can accommodate visitors throughout the year.
Event	5. Use Lewis & Clark bicentennial events to introduce visitors to activities other than travel on the Road.
Marketing	6. Improve Internet hypertext linkages and websites regarding events, activities, festivals, cultural heritage, and natural resources.
	7. Change visitor prospect information to introduce sites other than the Road.
	8. Develop information and add NPS staff to improve the experience of visitors who are stopped by Road rehabilitation.
	9. Activate a public information program to aid visitors and local businesses during Road rehabilitation.
Visitor Service	10. Manage the media more effectively.
	11. Improve awareness of events and expand opportunities to learn more about the local Native American Heritage
	12. Broaden services provided at NPS visitor centers at the East and West entrances.
Organization	13. Open more of Glacier National to visitors and market new venues.
	14. Continue improving customer service through hospitality training.
	15. Broaden and improve cooperation and communication among local organizations involved in visitor development.

Table 16: Priority Action Strategies

Priority Action 1	Upgrade public transportation to and through Glacier National Park.
Description	<p>Improving public transportation will not only reduce usage of vehicle miles traveled, thereby improving air quality, but will also enhance the visitor experience in several specific ways. Some examples include providing public transportation for backpackers arriving by airplane and seeking to hike in the park; upgrading the red historic busses that provide visitor tours on Going-to-the-Sun Road, and; providing parking and shuttle service to places that divert visitors from the Road.</p> <p>The Transportation and Visitor Use Study, presented in another chapter of this document, provides specific recommendations regarding alternative types of transportation systems and improvements that will improve the visitor experience during Road rehabilitation. This action underscores the importance of this initiative and also takes a broader view on visitor-oriented transportation services with and to Glacier.</p> <p><i>Current in-Park Service.</i> Glacier Park, Inc. has an exclusive concession contract to provide tour bus services within the park. Service is provided now with transit vehicles and will be provided via the 33 historic red busses when their rehabilitation is complete.</p> <p><i>Supplemental In-Park Service.</i> The Transportation and Visitor Use Study, which is part of this submittal, proposes supplemental transit service during Road rehabilitation “to provide visitors with an alternative to driving and potentially relieve increased congestion that may result from construction-related impacts.” Two alternatives that provide service from West Glacier to St. Mary are proposed for consideration.</p> <p><i>Service to Glacier.</i> Local ground transportation service from the Glacier International Airport and nearby towns and cities to Glacier or to Amtrak station stops is inadequate. A fluid or seamless public transportation system that transports passengers to and through the park is needed.</p>
Type	Backbone Facility
Demographics	Existing park visitors
Expected Result	Improved visitor experience
Technical Specialists	Transportation engineers and planners are needed to make recommendations regarding route design and headways, vehicle type and funding strategies.
Primary Implementers & Staffing Requirements	<p>Glacier Park, Inc. would likely provide transit service within the Park since the company has an exclusive contract to function within the Park.</p> <p>There is a local transportation service provider, Rocky Mountain Transportation, which is capable of providing service to Glacier, as the company has done so in prior years.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 1, continued	Upgrade public transportation to and through Glacier National Park.
Budget Estimates & Funding Resources	Preparing a budget estimate for the provision of transit service is beyond the scope of this assignment.
Examples	<p><i>Local Example.</i> The Glacier Fund, a private non-profit organization, has been formed. One objective of the Fund is to upgrade the historic red busses by accepting a tax-advantaged contribution from the Ford Motor Company, the original manufacturer of the busses. This project is underway.</p> <p><i>Other Examples.</i> Denali National Park added bus shuttle service along Denali Park Road when it was closed for repairs in 1972. The bus service has been so popular that now about 300,000 visitors use the bus and 10,000 use their cars. (Cars are not allowed past mile 15.) The NPS promotes the bus shuttles as part of the visitor experience because the bus stops along the way and guides offer interpretations, photo opportunities, hiking opportunities and lunch. Reservations are accepted one year in advance; 65 percent of the seats are reserved through advanced reservations; 35 percent are reserved at least two days out; none are typically available on tour day.</p> <p>Yellowstone National Park provides bus tours throughout the park through its concessioner, Amfac. In addition, there are about 30 guide services available for a smaller "one-on-one" experience.</p> <p>Yosemite Concession Services, Yosemite National Park's concessioner, provides a several tours through the park: a one-hour tour is offered year-round on a shuttle holding 60 people; a two-hour tour is offered in the summer on an open-air vehicle holding 70 people.</p>
Priority Action 2	Improve roads adjacent to the park, including Highway 89, Looking Glass Road, Many Glacier Road, Highway 89 and the Camas / North Fork Loop
Description	<p>This action calls for road improvements to Highway 89, Looking Glass Road (Montana 49), Many Glacier Road, and the Camas/ North Fork loop. As the visitor experience using the Road is de-emphasized, these roads become increasingly important. Poor road conditions discourage and restrict visitor usage. Where roads are gravel, dust conditions lessen air quality. Recommended road improvements include safety, drainage, and roadway work but do not include widening.</p> <p><i>Highway 89.</i> This is a 26-mile stretch from (US 2) Browning west and north to the Hudson Bay Divide at the top of the pass. The Montana Department of Transportation (MDOT) reports that this road segment needs to be totally reconstructed. Improvements may include the addition of a bicycle lane. An environmental impact study is in progress; completion is scheduled for early 2002.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 2, continued	Improve roads adjacent to the park, including Highway 89, Looking Glass Road, Many Glacier Road, Highway 89 and the Camas / North Fork Loop
Description	<p><i>Looking Glass Road (Montana 49).</i> This road stretches approximately ten miles from US 2 to US 89. It is used by many visitors as a travel route because of its scenic beauty, its access to wildlife viewing, and as a means to reach Two Medicine Campground. The road is in danger of failing due to erosion and related roadbed deterioration. MDOT may close the road if after further investigation it finds the roadbed is moving.</p> <p><i>Many Glacier Road.</i> This is a twelve-mile stretch of road that extends from Highway 89 in Babb to the Many Glacier area. The road is entirely within Glacier. It includes ten "distress areas" as defined by the Federal Highway Administration (FHWA), including several major slide areas. The FHWA is developing a geotechnical evaluation of the roadway; its work will be complete in June 2001.</p> <p><i>Camas / North Fork Loop.</i> Camas Road is a paved road within Glacier; it extends from Apgar along Camas Creek to North Fork Road. North Fork Road (also called Outside North Fork Road), which is west of the North Fork of the Flathead River, is a County-maintained road (County 486) that extends for 67 miles from US 2 to Canada. The portion of North Fork Road included in the Camas/North Fork Loop is a 22-mile stretch of road immediately north of US 2. Along this stretch, about eleven miles are paved and eleven miles remain gravel.</p>
Type	Backbone Facility
Demographics	Existing Glacier visitors.
Expected Result	These road improvements could facilitate visitor access to areas of the park other than the Road. The type of road improvements that balance economic, environmental, and geotechnical considerations are beyond the scope of this recommendation. There has been considerable discussion about the environmental impacts of improving the road. Among others, the Montana Wilderness Association and the Montana Nature Conservancy have expressed concern. Other park roads will be used more when access to the Road is restricted.
Technical Specialists	<p>To determine needed road improvements, the services of a consulting or in-house engineer are needed.</p> <p><i>Highway 89.</i> MDOT has retained engineers to proceed with an environmental impact statement and design for road improvements. <i>Looking Glass Road (Montana 49).</i> MDOT will retain geotechnical engineers to conduct tests along this road in the summer of 2001.</p> <p><i>Many Glacier Road.</i> The Geotechnical Section of the FHWA is completing an analysis of the roadway. This report will specify needed roadway improvements.</p> <p><i>Camas/North Fork Loop.</i> The portion of the loop that would need additional improvements is an 11-mile stretch of the North Fork Road. Bridges and culverts for the unpaved portion of the North Fork Road are in place. The County has developed cost estimates to pave the road.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 2, continued	Improve roads adjacent to the park, including Highway 89, Looking Glass Road, Many Glacier Road, Highway 89 and the Camas / North Fork Loop
Primary Implementers & Staffing Requirements	<p><i>Highway 89.</i> Montana Department of Transportation has taken the lead on improving this road.</p> <p><i>Looking Glass Road.</i> MDOT plans to perform a multi-million dollar global positioning system analysis on the road in the summer of 2001 to measure movement. Currently, there is disagreement regarding ownership and responsibility of this road between MDOT, the NPS, the Bureau of Indian Affairs, the Blackfeet Nation, and the Glacier-Waterton Association. No agency claims ownership and responsibility. MDOT plows and patches the road now.</p> <p><i>Many Glacier Road.</i> The NPS is responsible for improvements, since the road is entirely within Glacier.</p> <p><i>Camas / North Fork Loop.</i> The portion of this loop that needs improvements is an 11-mile stretch of North Fork Road. Flathead County would be the primary implementer of improving the North Fork Road. The County constructed guardrails and culverts in the early 1980s; remaining improvements would include road paving. The County attempted to pave this portion of road but was deterred by public input. The County has no current plans to improve North Fork Road.</p>
Budget Estimates & Funding Resources	<p><i>Highway 89.</i> This segment of Highway 89 will likely cost \$30 million to improve. MDOT Region 1 has made Highway 89 its first priority when new federal appropriations become available (fiscal 2004). No additional financial support is needed. Consistent with MDOT's practice of funding projects in \$10 million increments, improvements would likely take place over a three-year time period.</p> <p><i>Looking Glass Road.</i> MDOT staff estimate that this road will require \$21 to \$22 million to improve. No funding resources have been identified because no organization has stepped forth to claim responsibility.</p> <p><i>Many Glacier Road.</i> The FHWA has provided a preliminary budget estimate of \$16 to \$17 million to correct the landslides and slumps and repave the road. The NPS has applied repeatedly for funding to improve the road. So far, funds have been available only to correct conditions in most urgent need of repair.</p> <p><i>Camas/North Fork Loop.</i> The portion of this loop trip that is still gravel is an eleven-mile stretch of North Fork Road. The Flathead County Road Supervisor estimates that the cost to pave this segment of road is \$3 million, excluding costs for environmental studies. The cost is relatively low because guardrails and culverts are in place. Several years ago, the County secured federal funding to pave this road segment. In response to substantial local opposition, the County Commissioners reallocated funds to other needed projects. There are no funds to improve this road and no current plans to seek funding.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 2, continued	Improve roads adjacent to the park, including Highway 89, Looking Glass Road, Many Glacier Road, Highway 89 and the Camas / North Fork Loop
Initial or Next Steps	<p><i>Highway 89.</i> MDOT is managing improvements to Highway 89.</p> <p><i>Looking Glass Road.</i> No organization has stepped forth to manage needed improvements to Looking Glass Road. The next step would be to facilitate a meeting among the NPS, the Bureau of Indian Affairs, the Blackfeet Nation, Glacier County, MDOT and the Waterton-Glacier Association to determine appropriate partnering arrangements to improve the road. This facilitation may be most appropriate after MDOT completes its geophysical analysis.</p> <p><i>Many Glacier Road.</i> The NPS continues to try to secure funding for this road segment.</p> <p><i>Camas/North Fork Loop.</i> Flathead County has no current plans to seek funding for this segment of North Fork Road. The next step would be to make another appeal to Flathead County to reconsider its position and encourage it to seek funding for the road improvements.</p>
Examples	Not applicable
Priority Action 3	Upgrade and construct outdoor amphitheaters.
Description	<p>This action would involve improvements to the existing amphitheater (at Apgar) as well as construction of one or more outdoor amphitheaters with quality sound and lighting, parking, secured access, and concession facilities. The amphitheaters could be used throughout the summer months for a variety of public events such as re-enactments of historic events, storytelling, music performances, and lectures and private events such as conferences.</p> <p>For new facilities, a quasi-public or a private nonprofit organization would likely build and operate the facility. Tax-advantaged contributions and sponsorship with naming rights or identification markets could reduce capital costs.</p> <p><i>Apgar Amphitheater.</i> This 450-seat structure was built by the NPS in the 1960s. It burned down in the summer of 1999. It was set up for talks and slide shows; the screen faces Lake McDonald. Programs are free. There is no system in place to secure the facility and charge admission. Since parking is inadequate, most participants come from the campground across the road. NPS-proposed improvements call for a state-of-the-art system for video productions, and power point presentations.</p> <p><i>East-Side Amphitheater.</i> This concept has not been developed beyond mention in this document. The idea might be merged with the Blackfeet Nation's plan to construct a cultural interpretive center.</p>
Type	Backbone Facility Improvement
Demographics	All summer visitors
Expected Result	Depending on the usage, these facilities could extend the visitor stay, improve the quality of the visitor experience, or attract new visitors to attend a specific function.

Table 16: Priority Action Strategies (Continued)

Priority Action 3, continued	Upgrade and construct outdoor amphitheaters.
Technical Specialists	<p><i>Apgar Amphitheater.</i> The NPS have developed a plan for upgrading the video production equipment for this facility. Under the old production system, presentations were not possible until after sunset. Because of the last daylight hours, this meant a production start time of 9:45 pm. Proposed production improvements could move the start time up by fifteen to 30 minutes.</p> <p><i>East-Side Amphitheater.</i> A feasibility study is probably necessary to establish appropriate location, size, and potential sources of funding.</p>
Primary Implementers & Staffing Requirements	<p><i>Apgar Amphitheater.</i> Since the facility is within Glacier, the NPS is the logical implementer of capital improvements.</p> <p><i>East-Side Amphitheater.</i> The NPS or the Blackfeet Nation are possible implementers of an east-side amphitheater. Since this project is not in the <i>Glacier National Park General Management Plan</i>, the Blackfeet Tribe or members are the most logical implementers.</p>
Budget Estimates & Funding Resources	<p><i>Apgar Amphitheater.</i> The NPS has developed a cost estimate for its proposed video production improvements. One potential source of funding is through a donor recognition plan managed by the Glacier Fund. This would be a program that solicits tax-advantaged contributions from corporations and individuals. The Glacier Fund is affiliated with the national organization, the National Park Foundation.</p> <p><i>East-Side Amphitheater.</i> The next step, a feasibility study, would likely cost between \$20,000 and \$40,000 to complete. Several potential sources of funding for the study include the Economic Development Administration, the Housing and Urban Development Indian Community Development Block Grant program, the Administration for Native Americans, and the Rural Development Authority.</p> <p>Loan guarantees for construction might be applied for through the Bureau of Indian Affairs and the Small Business Administration. Capital construction costs might be supplemented with corporate contributions, particularly if a private non-profit were established to own and manage the facility or if "naming rights" were offered to large contributors. While selling naming rights for facilities within the park are discouraged, a facility outside of the park would not be under this constraint. Funds for on-going operations and maintenance costs would be available from fee revenues and might be supplemented by corporately sponsored entertainers on tour throughout the country.</p>
Initial Steps	<p>Many visitor development ideas, including conferences and winter sports events, would be enhanced with year-round usage of the historic hotels.</p> <p><i>Apgar Village Lodge.</i> This facility contains 48 rooms in cabins that can accommodate up to 6 people. It is owned by the NPS and operated by GPI under a concession contract. It is near West Glacier in a location that is relatively accessible year round.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 3, continued	Upgrade and construct outdoor amphitheaters.
Initial Steps	<p><i>Apgar Amphitheater.</i> The NPS has developed a plan of improvements of the Apgar amphitheater.</p> <p><i>East-Side Amphitheater.</i> A first step would be to conduct a feasibility study to estimate capital costs, on-going operations and maintenance costs, and potential sources of revenue to fund the capital, operations and maintenance costs. One possible entity that could help with the feasibility study and related management considerations is the private non-profit organization, The National Center for American Indian Enterprise Development. They have produced a feasibility guide entitled <i>The Indian Business Owner's Guide to Performing a Preliminary Feasibility Study</i>.</p>
Examples	<p><i>Local Example.</i> The Apgar Amphitheater, owned and managed by the NPS, is currently used for campfire programs, Christian Ministry programs and special events. The facility is programmed through the NPS naturalists. It burned down two years ago and is being rebuilt and modernized by the NPS.</p> <p>The Blackfeet Tribe are interested in building a cultural interpretive center with an amphitheater that features the history and culture of their Tribe.</p> <p><i>Other Examples.</i> Vail, Colorado has an outdoor amphitheater that is used to attract primarily music performances by ballet groups, symphony orchestras, and sole performers. Over the years, the quality of performances has become the primary reason for some visitor trips to the area.</p> <p>Natural Bridge, Virginia has an outdoor amphitheater that is packed nightly by visitors viewing a dramatic reenactment of the discovery of this natural wonder.</p>
<p>Description</p> <p>(Note: This is inconsistent with the <i>Glacier National Park General Management Plan</i>.)</p>	<p><i>Lake McDonald Lodge.</i> This 100-unit facility (lodge + cabins) is a National Historic Landmark that owned by the NPS. Glacier Park, Inc. (GPI) operates the facility under a concession contract. This would be among the most accessible facilities throughout the year if it were open.</p> <p><i>Many Glacier Hotel.</i> This 211-unit facility is owned by the NPS, and is designated a National Historic Landmark. GPI operates the facility under a concession contract. Access difficulties due to high winds and snowdrifts make would make accessibility during the winter months challenging. Many Glacier Road, a twelve-mile road that dead-ends at Many Glacier Lodge, is maintained by the NPS. It remains open from early May until the first snowstorm.</p> <p><i>Swiftcurrent Motor Inn & Cabins.</i> This facility contains 62 motel units and 26 cabins, a restaurant, camp store, public showers and laundry. Some facilities are concession-owned and some facilities are owned by the NPS and operated under a concession contract. Most facilities lie within the National Historic District and are on the National Register of Historic Places. Heavy snow makes access difficult in the winter months.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 4	Upgrade and winterize historic hotels so they can accommodate visitors throughout the year.
<p>Description</p> <p>(Note: This is inconsistent with the <i>Glacier National Park General Management Plan</i>.)</p>	<p><i>Rising Sun Motor Inn, Cabins & Store.</i> This facility is developed in an historic district. It contains 37 motel rooms, 35 cabins, a restaurant, camp store and public showers. It is owned by the NPS and operated by GPI under a concession contract. Heavy snow makes access difficult in the winter months.</p> <p><i>Glacier Park Lodge.</i> This 154-unit facility is owned and operated by GPI on land within the Blackfeet Reservation. This facility is accessible year around, but is closed in the winter months in part because it is not properly winterized.</p> <p>Improving the condition of existing historic lodges is consistent with the <i>General Management Plan</i> (GMP). The GMP goes on to state, “overnight facilities (in the wintertime) will not be opened (p. 59)” This position might be interpreted to mean that some shoulder season use of accessible and winterized facilities would be consistent with the <i>Plan</i>.</p>
<p>Type</p>	<p>Backbone Facility</p>
<p>Demographics</p>	<p>Improved lodging facilities could attract guests with different demographics throughout the year, depending on their reason for visiting. The recently completed visitor survey shows that a substantial portion of summer Park visitors have relatively high incomes and could pay higher lodging rates. During the shoulder seasons, guests might be people attending conferences, continuing education or training programs. During the winter months, guests might come to participate in a sporting event or to enjoy the holiday season.</p>
<p>Expected Result</p>	<p>This action should increase usage in the shoulder season and winter months and complement other visitor development actions such as attracting conferences.</p>
<p>Technical Specialists</p>	<p>The NPS has retained the services of Architectural Research Consultants (ARC) to prepare a commercial service plan. This plan is analyzing visitor needs, expectations, and demands and resource constraints and implications. The <i>General Management Plan</i> states that the results of the commercial service plan will be used as input to “determine the economic feasibility of establishing the number of rooms and services that should be made available in the park.” The <i>General Management Plan</i> also proposes further feasibility analyses for rehabilitation, including an evaluation of a variety of funding methods.</p>
<p>Primary Implementers & Staffing Requirements</p>	<p>The GMP proposes the conduct of a feasibility analysis, which, in part, would evaluate “a variety of funding methods, including congressional appropriations, other forms of public monies, and private investment.”</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 4, continued	Upgrade and winterize historic hotels so they can accommodate visitors throughout the year.
Budget Estimates & Funding Resources	<p>The GMP states that the “NPS will seek funding to undertake a comprehensive rehabilitation effort to preserve the national landmark properties and other historic lodging in Glacier National Park.... A minimum of 500 rooms will be retained. The maximum will be identified in the commercial service plan.”</p> <p>Possible financial resources include the NPS through special congressional appropriations, other forms of public monies or private investment. The concession contract with GPI expires in 2005.</p> <p><i>Lake McDonald Lodge.</i> ARC, the consultant developing the commercial service plan, estimates the capital cost to repair and winterize the lodge is \$2.4 million. The GMP reports that the more comprehensive cost to bring all buildings in the complex up to current code, remove asbestos, make accessibility improvements and correct parking inadequacies ranges from \$35 to \$48 million.</p> <p><i>Many Glacier Lodge.</i> ARC estimates the capital cost to repair and winterize the hotel is \$30 million. The GMP estimates comprehensive costs to bring the complex up to modern standards ranges between \$35 and \$48 million.</p> <p><i>Swiftcurrent Store & Cabins.</i> ARC estimates the capital cost to repair and insulate this facility is \$3.5 million. The GMP estimates that more complete rehabilitation costs to the complex may total \$8.3 million depending on how the restoration project is accomplished.</p> <p><i>Rising Sun Store & Cabins.</i> ARC estimates the capital cost to repair and insulate this facility is \$3.8 million. The GMP estimates that more comprehensive improvements to the complex of buildings ranges between \$5 and \$10 million depending on the method of restoration.</p> <p><i>Glacier Park Lodge.</i> Costs to winterize this facility are not available.</p>
Initial Steps	Identify which historic hotels would be most appropriate to remain open during the shoulder seasons and during the winter months. Take steps to amend the GMP in support of this action and encourage the speedy completion of feasibility studies to determine how best to fund the improvements.
Examples	Yellowstone National Park has ten lodges and has winterized two: the Old Faithful Snow Lodge and the Mammoth Hotel. This investment has increased the number of winter visitors, has provided more year-round job opportunities and has enabled the operator to book conferences throughout the year.
Priority Action 5	Use the Lewis & Clark bicentennial events to introduce visitors to activities other than Going-to-the-Sun Road.
Description	<p>The Montana Lewis & Clark Bicentennial Commission has developed a strategic plan (<i>Montana Lewis & Clark Bicentennial Master Plan</i>, October 2000) to host a broad range of more than 200 projects in 2005 and 2006, the years that the Lewis & Clark expedition traveled in Montana. (Nationally, the Bicentennial extends from 2003 through 2006.) The Plan is being executed in part by 15 regional bicentennial commissions in the state including the Golden Triangle Bicentennial Commission that includes Glacier County.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 5, continued	Use the Lewis & Clark bicentennial events to introduce visitors to activities other than Going-to-the-Sun Road.
Description, continued	<p>In addition to many state-wide projects, the proposed projects in Glacier County include Camp Disappointment Monument Renovation, construction of a Visitor Contact Station (in Glacier, Pondera, or Teton County), and improvements to the Museum of the Plains Indians.</p> <p>This is an outstanding opportunity to introduce new visitors to Glacier County and to Glacier National Park activities other than traveling over Going-to-the-Sun Road. Flathead and Lake Counties can also build upon the Lewis & Clark bicentennial events, as this is where Lewis & Clark were trying to go.</p> <p>At a minimum, this strategy includes finding creative ways to introduce Lewis & Clark visitors to additional nearby opportunities in the local impact area. For Glacier County, the strategy also involves establishing visitor experiences around the two Lewis & Clark sites in the county (Camp Disappointment and the Fight Site).</p>
Type	Event – Cultural
Demographics	<p>New visitors. The Institute for Tourism and Recreation Research (ITRR) of The University of Montana has estimated that four to eight million additional nonresident tourists could visit Montana during the four Bicentennial years (2003 through 2006). This is an increase over the current number of visitors, 9.5 million annually.</p>
Expected Result	By piggy-backing on bicentennial events, visitors already attracted to the State would spend more time locally.
Technical Specialists	Time and effort among existing tourism development organizations is needed to make beneficial connections with the Montana and Nation Lewis & Clark Commissions. No additional technical staff is needed unless additional Lewis & Clark venues are proposed within Glacier County.
Primary Implementers & Staffing Requirements	<p>There is a National Lewis and Clark Commission and a Montana Lewis & Clark Commission. Coordination of events and website linkages would be through these organizations.</p> <p>The National Commission is seeking federal funding for activities. The Commission has a briefing scheduled before Congress on April 4, 2001. The National Commission has identified 300 projects with a total cost of \$320 million, including 91 projects in Montana with a cost of \$44 million.</p>
Budget Estimate & Funding Resources	<p>Funding criteria include: project relationship with the Lewis & Clark heritage; administration and experience; financial need; compatibility and benefit; and public-ity opportunities for the fund partners.</p> <p>Funding for approved projects for the National Commission will flow through existing federal agencies within the Department of Interior.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 5, continued	Use the Lewis & Clark bicentennial events to introduce visitors to activities other than Going-to-the-Sun Road.
Budget Estimate & Funding Resources, continued	<p>In 2000, The Montana Lewis & Clark Commission funded about \$200,000 in projects from 41 applications totaling \$558,000. In 2001, it will fund an additional \$200,000 in projects. Funding is from the Commission itself, Travel Montana, MDOT, and U.S. West. The minimum grant amount is \$2,500; the maximum amount is \$25,000. The deadline for 2001 funding is mid-April 2001. The Commission intends to extend and grow the grant program. In fiscal 2002, another \$200,000 is anticipated. This could increase substantially with potential MDOT funding or with approval to sell Lewis & Clark vanity license plates from 2002 through 2007 and apply a portion of the incremental revenues to the Commission.</p> <p><i>Corporate Sponsors.</i> Montana has not identified any corporate sponsors yet but hope to do so. The National Commission has retained Carlson Marketing Group to raise private sector funds.</p>
Initial or Next Steps	<p>Local tourism development organizations in Flathead, Glacier and Lake Counties in Montana and Southwest Alberta should establish contact with the State and National Commissions to (a) understand how to piggyback onto the publicity outreach that will occur coincidentally with the bicentennial event, and (b) follow through on potential funding that may flow through to the Department of Interior. Local organizations in Glacier County could coordinate among themselves and step-up efforts to create venues that feature Camp Disappointment and the Fight Site.</p>
Examples	<p><i>Local Example.</i> There is no local example of this magnitude. However, each July for more than 20 years, the Glacier County Historic Association has sponsored a four-day Lewis & Clark Festival in Cut Bank.</p>
Priority Action 6	Improve Internet hypertext linkages and website offerings regarding existing events, activities, festivals, cultural heritage, and natural resources.
Description	<p>Local communities in the Glacier area host a large number of events that appeal to a cross-section of visitors. By advertising these events more broadly through website offerings and Internet hypertext linkages, more people will become aware of the events and perhaps plan a trip around them.</p> <p>This action is intended to underscore the quality website offerings of local organizations and Travel Montana. The task of improving sites and linkages becomes increasingly important as people turn to the Internet for more of their vacation decision-making. New linkage opportunities become available daily.</p> <p>The next level of website upgrades under consideration by Travel Montana include: streaming video, i.e., full motion video and sound; a "savable itinerary" which allows people to print out a tour; sponsored games on-line; messages based on personal preferences, e.g., messages for fisherman, bird-watchers, and hikers; GIS mapping with drive time maps and a greater level of interactivity, such as buttons flashing in and out.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 6, continued	
Improve Internet hypertext linkages and website offerings regarding existing events, activities, festivals, cultural heritage, and natural resources.	
Type	Marketing
Demographics	The demographics reached by the Internet are limitless. Some website offerings could be designed specifically for school-aged children; some could be tailored to the fly fishing enthusiast, senior citizens, or people interested in Native American culture.
Expected Result	The long-term result should be the introduction of the assets of the local community to a broader set of prospective visitors.
Technical Specialists	Website designers can both improve the quality of websites and continue to identify and establish web page linkages. Travel Montana designs its own web page in-house. However, before making this decision, 30 firms were investigated and a short list of six companies was interviewed. The list of technical specialists is available from the NPS.
Primary Implementers & Staffing Requirements	The implementers would likely include the local tourism development organizations, such as Glacier Country, the Flathead and Whitefish Convention and Visitors' Bureaus, and Chinook Country (in Alberta). This initiative should not require the services of additional staff.
Budget Estimates & Funding Resources	This is a relatively inexpensive initiative since it calls for improved website design and linkages that promote existing visitor opportunities. Local tourism development organizations could pool funds and retain a single website specialist. Preliminary conversations with website designers suggest that a monthly fee of \$2,000 to \$5,000 would be a reasonable starting figure. Individual organizations might want specialized services that would increase their costs.
Initial or Next Steps	The local tourism development organizations might convene a meeting for purposes of structuring a request-for-proposals and then solicit proposals from qualified website designers. Travel Montana's list of candidates could be used as a starting place for eligible firms.
Examples	<i>Local Example.</i> In 1999, Travel Montana launched montanakids.com, a website designed to position Montana as a family vacation destination in the minds of children, who are key contributors to the vacation planning process. Linkages were developed through banner ads, sponsorship buttons and hyperlink text on three websites accessed by children.

Table 16: Priority Action Strategies (Continued)

Priority Action 7	Change visitor prospect information to feature existing sites other than Going-to-the-Sun Road
Description	The NPS, Travel Montana, and Glacier Country respond over the Internet and with print literature to tens of thousands of inquiries throughout the year from prospective visitors. An effort could begin immediately to introduce prospective visitors to sites, facilities, activities and trips that de-emphasize usage of the Road. Since many people become repeat visitors, this re-education should begin now so travel is lessened over the Road when road rehabilitation begins.
Type	Marketing
Demographics	Prospective visitors to Glacier; demographics of these visitors will be profiled in a forthcoming survey. Also tour operators, tour wholesalers, travel agents and travel writers
Expected Result	The purpose of this action is to reduce usage of the Road by introducing visitors to other park opportunities that are accessed from other roads.
Technical Specialists	No additional technical specialists are needed to activate this priority action.
Primary Implementers & Staffing Requirements	The NPS could initiate this effort by identifying other existing but underused sites, facilities, activities and trips that could be featured because they can accommodate additional visitors and they de-emphasize usage of the Road. Once these venues are identified, there could be a collaborative effort among all organizations that provide information to visitors about the park. In addition to the NPS, these agencies include Travel Montana, Glacier Country, individual chambers of commerce, and visitor and convention bureaus. Many local businesses that have regular contact with visitors; these include lodging operators, restaurants, gas stations, recreation outfitters, gift shops and others. Educating employees of these businesses to other visitor opportunities will help spread the word. This might be accomplished through the expanded Superhost Program, Priority Action 14.
Primary Implementers & Staffing Requirements	Tour operators, tour wholesalers, travel agents and travel writers should also be informed of additional ways to enjoy Glacier. There should be no additional staffing requirements associated with this action.
Budget Estimate & Funding Resources	Other than time to coordinate this initiative and amend web pages and printed material, this task should not require additional funds. The proposed communications director (See Action 10) might be available to lend support to this effort.
Initial or Next Steps	Local and state economic and tourist development organizations could initiate a meeting with NPS staff to identify appropriate venues with the park that should be featured. Following this coordinating step, each organization would amend its web and printed material to feature these visitor opportunities. The Superhost Program could also amend its presentation materials as well.
Examples	None available.

Table 16: Priority Action Strategies (Continued)

Priority Action 8	Develop information and add NPS staff to improve visitor experience while stopped during Road construction.
Description	<p>This action includes assembling packets of material and training staff to educate and entertain visitors while they are stopped during Road construction. Creative ideas might include providing water bottles and bear cookies, quick skits on the road regarding some park feature, members of the Blackfeet Tribe talking about the history of the park and its cultural significance, distributing coloring books regarding the Road to pre-schoolers, technical handouts regarding the road improvement construction, things-to-do guides, and advice regarding good hikes to take, good photography viewing sites, etc.</p> <p>There is an infinite list of ways to add onto this fun and creative action. For example, Amtrak might sponsor the production of a coloring book that tells the history of train service; Native American tribes might secure funding for members to perform or even teach native dances; nearby communities such as Whitefish, Browning, Cut Bank, Polson, Bigfork, Waterton, and Cardston might prepare special materials that invite visitors to their community.</p> <p>If done well, this action can become an attraction itself. Word would spread and people would want to be stopped. Although this action would be implemented only during the years of road rehabilitation, thoughtful planning and budgeting is appropriate now.</p> <p>The 2001 Survey of Potential Visitors points out the power of this proposed action. With the offer of useful information from guides about wildlife, photo opportunities, etc., 92 percent said they would accept a travel limitation and use the Road.</p>
Type	Marketing and Visitor Service
Demographics	Existing visitors to Glacier
Expected Result	The visitor survey shows that visitation to the park could improve if visitors know ahead of time that they will be provided with alternative activities during their stop.
Technical Specialists	In addition to staff who manage the program, this concept includes naturalists to provide interpretations, entertainers, vendors, and temporary sanitation service providers.
Primary Implementers & Staffing Requirements	<p>Since this would occur on land managed by the NPS, this action would either be managed by the NPS or by a contractor retained by the NPS.</p> <p>Preliminary estimates include a staff of four naturalists, and a set of entertainers (providing storytelling, Native American dances, etc.).</p>
Budget Estimate & Funding Resources	<p><i>Budget Estimates.</i> To begin discussions, a preliminary estimate of \$670,000 per year has been developed for each year Road construction is in progress. This estimate assumes that 1,000,000 visitors will be stopped in 300,000 vehicles for 122 days, the core visitor season. The budget includes four naturalists (\$40,940); food, water, and transportation for NPS staff (\$5,700); temporary sanitation services (\$100 per day, \$12,200); entertainers (\$500 per day, \$61,000); and handouts (cookies, water bottles, informational material (1,000,000 x \$0.55, \$550,000).</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 8, continued Develop information and add NPS staff to improve visitor experience while stopped during Road construction.	
Budget Estimates & Funding Resources, continued	<i>Funding Resources.</i> The NPS might fund its staff (approximately \$47,000 per year); corporate sponsors might be identified to fund entertainers and to provide handout materials in return for name recognition. The Glacier Fund might be asked to consider funding an educational component of this action.
Initial or Next Steps	Local tourism development organizations should initiate a meeting with the NPS to brainstorm the mechanics of this action. With a skeleton plan in place, fund-raising efforts could begin.
Examples	The Town of Empire, Colorado is known 364 days of the year as a speed trap for visitors traveling to Winter Park and Steamboat Springs. One day a year, Christmas Day, Santa Claus and Mrs. Claus hand out Christmas baskets to unsuspecting highway travelers with the assistance of local police who force travelers to stop. The Town and local merchants fund the initiative.
Priority Action 9 Activate a public information program to aid visitors and local businesses during Road rehabilitation.	
Description	This would include a comprehensive program to inform visitors about Road restrictions and to aid impacted businesses during construction. It might include the following: public information on variable message signs and display boards; a public information person at access points; a website and hypertext linkages; coordination with local tourist information organizations, chambers of commerce, and the press; handouts with alternative activities and possibly discount coupons; a monthly calendar and newsletter; a telephone hotline; and other tools to communicate and educate.
Type	Marketing
Demographics	Summer visitors to Glacier
Expected Result	The intent is to minimize visitor inconvenience and irritation, and enable local businesses, travel agencies and tour organizers to plan ahead.
Technical Specialists	In addition to a full-time coordinator, this action will require technical support to design printed literature, produce videos, and prepare website information.

Table 16: Priority Action Strategies (Continued)

Priority Action 9, continued	Activate a public information program to aid visitors and local businesses during Road rehabilitation.
Primary Implementers & Staffing Requirements	<p><i>Implementers.</i> The primary implementers are likely to be the NPS in partnership with Glacier Country, Chinook Country and its respective member organizations. An alternative would be to have the communications director (see Action 10) manage this responsibility.</p> <p><i>Staffing.</i> Preliminary estimates are that this action would require the services of a public information manager (nine months per year) plus support staff (four months per year). Job responsibilities might include: (a) producing current (daily) messages for visitors and local businesses; (b) maintaining continuous and daily contact with the NPS regarding road construction schedules; (c) being available to respond to immediate challenges during road construction; (d) continuously briefing local businesses, and; (e) continuously coordinating with the communications director regarding the message to be delivered.</p>
Budget Estimates & Funding Resources	<p><i>Budget.</i> To stimulate initial discussion, budget estimates are provided below. These figures should be refined as this action takes more specific shape.</p> <p>A pre-construction budget of about \$33,750 has been estimated; it would begin six months prior to road construction. This would include funding to retain a public information manager (\$3,333 per month, \$20,000), purchase of a computer (\$1,500) and telephone (\$50), telephone service (\$300), travel expenses (700 miles per week, \$5,900), miscellaneous supplies and equipment (\$3,000), and a modest fee for rent and use of other office equipment to the host agency housing the public information manager (\$500 per month, \$3,000).</p> <p>For year one of road construction, a budget of about \$180,600 has been estimated. This budget would include salary for the public information manager (nine months, \$30,000) and part-time support staff (four months, \$9,200), video production (\$35,000), printing (\$20,000), purchase or rental of two variable message signs (four months, \$61,000), travel, (700 miles per week, nine months, \$8,800) telephone service (twelve months, \$600), miscellaneous supplies (\$10,000) and fee for office space rent and use of office equipment (nine months, \$6,000).</p>
Budget Estimates & Funding Resources	<p>A continuing budget of about \$155,600 has been estimated for each additional year that the road is under construction. The continuing budget includes less expense for video production.</p> <p><i>Funding Resources.</i> This action is directly tied to Road mitigation. It is anticipated that the NPS would fund the pre-construction and annual construction budgets as part of its road construction project. The NPS and local economic and tourism development organizations would undertake pre-planning at no additional expense to any organization.</p>
Initial or Next Steps	Local economic and tourism development organizations should request a meeting with the NPS to initiate pre-planning for this priority action.

Table 16: Priority Action Strategies (Continued)

Priority Action 9, continued	Activate a public information program to aid visitors and local businesses during Road rehabilitation.
Examples	<p>Yosemite National Park managed the public information component of its recent Highway 140 road repair project. This is most comparable example that we have found. It was organized with relatively little time to preplan. Their costs totaled \$119,000 and included a full-time staff person for two years (\$84,000) plus expenses for a video production (\$24,000), printing (\$3,000), and miscellaneous charges (\$8,000).</p>
Priority Action 10	Manage the media more effectively.
Description	<p>This action covers a wide variety of communication needs and ideas. The primary objective of this action is to deliver a coordinated message regarding Road restrictions that is correct, clear, and consistent and puts restrictions in as favorable a perspective as possible. Messages would be delivered through the Internet, public service announcements, phone calls, newspaper articles, maps, brochures, variable message signs, and discount coupons and other means.</p> <p>Messages need to be communicated not only to local, regional, national and international media, but also to local, state and national elected officials, individual travel parties, travel agencies, tour wholesalers, travel writers, local businesses, and others.</p> <p>Messages should be delivered "ahead of the story" so that the message can be controlled. If managed well, when the media follow-up, they are not creating a story but learning more about the story initiated locally.</p> <p>Other secondary objectives might be to facilitate (a) marketing local art and music festivals more comprehensively as one trip, (b) the creation and packaging of loop tours or (c) the packaging of information that targets children, senior citizens, or other particular market segments such as artists, bird watchers, back packers, fishermen and others. However, this action focuses principally on media relations relevant to the Road.</p> <p>This action would begin as soon as funding for the environmental impact statement for the Road has been secured (perhaps summer 2001) and end when construction is complete.</p> <p>Other secondary objectives might be to facilitate (a) marketing local art and music festivals more comprehensively as one trip, (b) the creation and packaging of loop tours or (c) the packaging of information that targets children, senior citizens, or other particular market segments such as artists, bird watchers, back packers, fishermen and others. However, this action focuses principally on media relations relevant to the Road.</p> <p>This action would begin as soon as funding for the environmental impact statement for the Road has been secured (perhaps summer 2001) and end when construction is complete.</p>
Type	Marketing

Table 16: Priority Action Strategies (Continued)

Priority Action 10, continued	Manage the media more effectively.
Demographics	Print and electronic media, visitors, vendors, businesses, travel agencies, tour operators, travel writers, elected officials
Expected Result	Accurate expectations regarding road restrictions can minimize negative press, avoid visitor disappointment, and thereby reduce visitor decline. The visitor survey clearly shows that information about alternative ways to view the Park can minimize potential visitor decline.
Technical Specialists	<p>A public relations specialist with communications and writing skills is essential. For discussion purposes, we have labeled this, the role of a communications director. The role might be filled by an individual or by a public relations or communications firm. The communications director would be in constant communication with the NPS; the recommendation is that this person not be a federal employee.</p> <p>Prior to Road construction, the work of the communications director would involve extensive communication among agencies and organizations to achieve a seamless communication path plus general get-the-message-out press releases. As Road construction begins, the assignment takes on a more immediate posture and becomes linked with Action 9, Activate a public information program.... during Road rehabilitation.</p> <p>The communications director might fulfill some responsibilities within Priority Action 15, Broaden and improve cooperation and communication among local tourism development organizations. There is also a relationship between this action and Priority Action 14, Continue improving customer service through hospitality training.</p> <p>Some tasks that the communications director might accomplish include: (a) prepare "question-and-answer" briefing papers for all who might be contacted by the media to assure a consistent message using consistent terms; (b) prepare and conduct "how to conduct a press conference" workshops on a regular basis; (c) initiate contact with representatives of the media, travel agencies, and others establishing the communications director as the point person for Going-to-the-Sun Road information; (d) attend relevant trade shows; (e) manage and continuously update information for insertion in websites regarding the Road.</p>
Primary Implementers & Staffing Requirements	<p><i>Implementers.</i> The communications director would be responsible for working with organizations and businesses in the three Montana counties in the impact area (Flathead, Glacier and Lake) and in southwest Alberta. The communications director should likely be housed in an existing organization, rather than creating a new organization.</p> <p>Some possible places to house the communications director include Glacier Country, since it is already responsible for the three Montana counties and does receive bed tax funding, and the Kalispell Chamber of Commerce since it is the largest local economic development organization with the most staff support.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 10, continued	Manage the media more effectively.
Primary Implementers & Staffing Requirements, continued	<p><i>Staffing Requirements.</i> While the skills needed for the communications director exist in the local community, accomplishing this action is a full-time position that requires the full attention of an individual or public relations agency. Since quick response will likely be needed at times, the communications director should be dedicated to this assignment only.</p>
Budget Estimate & Funding Resources	<p>To initiate discussion, an annual budget of \$72,200 has been estimated. This includes salary and benefits for the communications director (\$45,000); supplies (\$1,800); telephone service (\$600); relatively extensive travel (\$15,100); compensation to the host agency for rent and use of its copy and fax machine (\$6,000); and miscellaneous (\$4,000). In addition, start-up costs to purchase a laptop computer, a power point projector, trade show materials, and a telephone are estimated to total \$7,500. This budget estimate excludes production of printed or audiovisual materials.</p> <p>This action should begin several years before Road improvements begin. Initial (and relatively modest) funding to organize this initiative more specifically might come from existing organizations pooling primarily in-kind resources. Organizations that could be tapped to contribute include Glacier Country, the two convention and visitors' bureaus, the Associated Chambers of Commerce of Flathead Valley, Chinook Country, the NPS, GPI, and others that have a direct benefit in this action. This initial effort would exclude hiring the communications director.</p> <p>If federal mitigation funds become available for Going-to-the-Sun Road, this action should be considered for funding. Federal funding should be matched with local contributions from economic and tourism development organizations and major businesses that will benefit. If mitigation funds are not available, this action is still essential and local organizations need to fund it.</p>
Initial or Next Steps	<p>Schedule a meeting with local economic and tourism development organizations in Montana and Southwest Alberta to develop a more specific framework and time line for this action.</p> <p>Some immediate topics for discussion and resolution are: (a) where best to house this function; (b) more specific roles and responsibilities, (c) annual operating budget and start-up costs, (d) timing, and; (e) potential funding resources.</p>
Examples	<p>There have been some excellent media campaigns regarding smaller projects, such as road improvements in urban areas. Yosemite National Park conducted a comprehensive public information campaign regarding closure of Highway 140.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 11	Improve awareness of events and expand opportunities to learn more about local Native American culture
Description	<p>The Flathead Indian Reservation is located west of Glacier on two primary travel routes; it is the home of the Confederated Salish & Kootenai tribes. The Blackfeet Reservation abuts the east side of Glacier. The heritage of these Native American tribes is fundamental to the story of the area.</p> <p>There are Native American interpretive events and facilities that feature the culture of these Tribes. This strategy seeks to underscore their significance, broaden the marketing of these venues, and add quality interpretive events and venues.</p> <p><i>Additional Improvements -- Blackfeet Nation.</i> In addition to its current events and facilities, the Blackfeet plan to design additional informative historical signs, build a cultural interpretive center, construct a resort hotel, upgrade its seven campgrounds, and build a tribal park on Looking Glass Road, Montana 49.</p> <p><i>Additional Improvements --- Confederated Salish & Kootenai.</i> The confederated tribes are in the process of identifying additional projects they wish to pursue. Meetings are underway with the People's Center, The KwaTaqNuk staff, the Cultural Committee and the Historic Preservation staff. A particular priority that has emerged is improvements to accommodate additional visitors to current events. For example, inadequate staffing, parking, and garbage removal services constrain the Arlee Pow-Wow. Another concept under consideration is an encampment at Elmo with vestiges of the past such as teepees and cultural education programs.</p>
Type	Visitor Service
Demographics	Marketing to international travelers may be particularly fruitful, given their interest in Native American culture.
Expected Result	These steps should extend the stay of visitors to Glacier National Park and bring some visitors who are particularly interested in heritage travel to the area.
Technical Specialists	Many different types of technical specialists may be needed, depending on the type of work required. One idea would be to retain the National Center for American Indian Enterprise Development (NCAIED) to provide an umbrella program to enhance awareness of Native American culture in northwest Montana. This is a private non-profit organization dedicated to providing management consulting services and business development programs for American Indians. The NCAIED is in the final stages of negotiating a Memorandum of Understanding (MOU) with the Department of Interior to provide services for its agencies. The MOU will serve as a platform to produce cooperative agreements that benefit Indian Country.
Primary Implementers & Staffing Requirements	The Tribal Councils of the Blackfeet and the Confederated Salish & Kootenai would continue to facilitate the implementation of programs and construction of facilities. There is some urgency to this action so that improvements can be in place in time for the both the Road rehabilitation and the Lewis & Clark Bicentennial.

Table 16: Priority Action Strategies (Continued)

Priority Action 11, continued	Improve awareness of events and expand opportunities to learn more about local Native American culture
Budget Estimate & Funding Resources	<p><i>General Funding.</i> A variety of federal funding might be applicable to support capital improvements on Reservation land for Indian-owned businesses. Some sources include the Economic Development Administration, the Housing and Urban Development Indian Community Development Block Grant, the Administration for Native Americans, and the Rural Development Authority.</p> <p><i>Additional Improvements – Blackfeet Nation.</i> The Blackfeet Planning Department have estimated the capital costs of additional improvements as follows: historical signs, \$50,000; cultural interpretive center, \$150,000 to \$175,000; resort hotel, \$11,000,000; campground upgrades, \$2,500,000; tribal park, \$20,000,000.</p> <p><i>Additional Improvements – Confederated Salish & Kootenai.</i> Costs associated with additional improvements have not been developed at this time.</p>
Initial or Next Steps	<p>Promotion of existing facilities and events can begin immediately with (a) improvements to the web pages of tourism development organizations, such as Glacier Country, Travel Montana, Chinook Country and others; (b) improved web linkages to the Blackfeet and Confederated Salish & Kootenai sites, and; (c) improvements to the Tribal websites themselves.</p> <p>Upgrading existing facilities and events or developing new ones will require appropriate Tribal Council approval, followed by feasibility studies that identify locations, estimate capital, operations and maintenance costs, and identify funding resources.</p>
Examples	<p><i>Local Examples – Confederated Salish & Kootenai.</i> The Agnes Vanderburg Cultural Camp teaches language, crafts customs and lore of the Salish and Pend D'Oreilles people throughout the summer.</p> <p>The Squelix'u Aqlemaknik Culture Center (The People's Center) provides year around historical information on the Flathead people. Field trips to reservation touring sites and landmarks are conducted from the Center.</p> <p>The Arlee PowWow of the Confederated Salish & Kootenai is held each fourth of July weekend draws 10,000 people. The Standing Arrow Pow Wow in Elmo draws 5,000 people. Twenty to twenty-five tribes are involved; 75 percent of the participants are Indians and 25 percent are Other.</p> <p>War Dance Championships are held each November on the Flathead Reservation.</p> <p><i>Local Examples - Blackfeet Nation.</i> North American Indian Days are held on the Blackfeet Reservation for 4 days each July. The inter-tribal celebration attracts 10,000 people from all over the world – 50 percent Native Americans and 50 percent other.</p> <p>The Blackfeet are adding interpretative places on their Reservation. These consist of burial sites, teepee rinks, buffalo jumps, Jesuit missions, boarding schools, dinosaur digs and soldier camps.</p> <p>The Museum of the Plains Indians, located on the Blackfeet Reservation, is open throughout the year.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 12	Broaden services provided at NPS visitor centers at the East and West entrances.
Description	<p>If visitors were introduced to a broader set of activities to enjoy during their stay, park resources would be used more evenly. This requires improved information, more staff and probably improved facilities on the east side.</p> <p><i>West Side Discovery Center & Museum.</i> The NPS has developed a capital plan to replace its interim contact station at Apgar on the west side with The West Side Discovery Center and Museum. This would become a full-service, accessible, year-round facility offering information services, interpretive and education programs, innovative exhibits and environmental education space. This is one of eight critical issues referenced in the GMP.</p> <p><i>St. Mary Visitor Center.</i> The current facility is considered adequate at this time. It has a 1,000 square foot lobby, a 900 square foot exhibit hall, a 200-seat auditorium and sufficient parking to accommodate existing and anticipated visitors. The NPS has developed a capital improvements plan to upgrade the exhibits and video program.</p> <p><i>Additional Staff.</i> Currently, the NPS has a staff of 35 seasonal workers. In the 1970s, this figure was higher due to special funding that is no longer available. The NPS estimates that it could use an additional 40 naturalists during the season. Additional naturalists would guide more hikes, offer children's tours, make more interpretive presentations, and conduct more boat tours.</p>
Type	Visitor Service
Demographics	Current Glacier visitors, who are described earlier in this report.
Expected Result	This action would spread visitor use over a broader area within the Park, with the objective of de-emphasizing Going-to-the-Sun Road, and improving experience by lessening crowds.
Technical Specialists	The NPS has either developed plans in-house or has retained specialists to help design and program the visitor centers.
Primary Implementers & Staffing Requirements	<p>The NPS would continue to own and operate the visitor centers.</p> <p>The interim Apgar contact station has a staff of two: a person taking backcountry reservations and a bookstore manager. Adding staff to this facility is not possible at this time, due to cramped quarters and inadequate parking. When it is replaced with the West Side Discovery Center and Museum, additional staffing is appropriate.</p> <p>Additional staff could be added to the St. Mary Visitor Center, but a better use of additional staff is in the field to conduct hikes, children's programs, boat tours and other interpretive programs.</p>
Budget Estimate & Funding Resources	<i>West Side Discovery Center and Museum.</i> Capital improvements are estimated to total \$15 million. The NPS has submitted a budget request to the Department of the Interior for planning and construction costs. The proposal calls for construction to begin in 2007. The NPS does not anticipate that it will be able to receive funds for additional on-going operations and maintenance.

Table 16: Priority Action Strategies (Continued)

Priority Action 12, continued	Broaden services provided at NPS visitor centers at the East and West entrances.
Budget Estimate & Funding Resources, continued	<i>St. Mary Visitor Center.</i> The NPS has funding for some preplanning. Capital costs to upgrade the video program and related equipment are about \$200,000. Capital costs to upgrade the exhibit space range between \$450,000 and \$900,000 (\$500 to \$1,000 per square foot x 900 square feet). Since federal funding for rehabilitation of interpretive media is typically \$450,000 per project, it will likely be necessary to supplement the budget with donated dollars. The NPS does not anticipate receiving federal funding for improvements for at least the next five years. A donor recognition program, sponsored by the Glacier Fund, is a possible way to secure supplemental funding.
Budget Estimate & Funding Resources	<i>Additional Staffing.</i> The NPS estimates that it could put up to 20 additional naturalists to work on each side of the park. One naturalist for a typical summer season (end of May through Labor Day) costs about \$10,235. This figure includes the naturalist salary, uniform, supervision, training, supplies, materials and vehicle support. Forty additional naturalists (east and west side) would cost \$409,400 annually. These costs would escalate about 3 percent per year
Initial or Next Steps	Efforts to speed funding to the east side and west side visitor centers might be improved if a local initiative were activated to raise private capital through the Glacier Fund or if implementing this action were tied to potential mitigation funding associated with the Road. Funding for additional staff might be supplemented with additional gate fee revenues or by charging for some premium and highly popular programs.
Examples	<i>Local Example.</i> The Canadian Visitor Center in West Glacier is a quality facility that has proven to be successful in attracting visitors to Waterton.
Priority Action 13	Open more of Glacier National Park to visitors and market new venues.
Description	If there were more venues and activities for visitors within the park, then crowding at currently popular sites would be minimized. Depending on how new venues are accessed, travel over the Road might be minimized. Some examples include: (a) the addition of short trails on the east side near Trout Creek; Quarter Circle and Apgar; (b) rating trails in order of difficulty, similar to the way that ski trails are rated; and (c) marketing some trails as a walk not a hike to minimize anxiety for those who cannot undertake strenuous exercise. NPS staff suggests that next to Going-to-the-Sun Road, the Many Glacier Valley is the next most accessible and desirable place to visit. Two Medicine, Polebridge/ North Fork and Camas Road are also popular, but are not as visually spectacular as Going-to-the-Sun Road.
Type	Visitor Service
Demographics	Existing visitors

Table 16: Priority Action Strategies (Continued)

Priority Action 13, continued	
Open more of Glacier National Park to visitors and market new venues.	
Expected Result	If pursued, this action would broaden the visitor experience, lessen crowding at the more popular sites, and potentially reduce travel demand on the Road.
Technical Specialists	NPS staff has the expertise, authority and responsibility to make decisions regarding use of Glacier National Park. However, this priority is not one of the eight priority issues contained in the GMP.
Primary Implementers & Staffing Requirements	<p><i>Implementer.</i> The NPS is the only entity that can implement this priority action. The GMP guides NPS decisions regarding opening more of Glacier. The GMP calls for very little new development outside of the West Side Discovery Center and Museum. It identified eight issues that require priority attention. None include opening additional areas of the park.</p> <p><i>Staffing.</i> Current staff can identify and evaluate additional areas of the park to open without additional staffing requirements. To the extent that new venues trigger the need for more naturalists, there will be additional staffing requirements. One naturalist costs about \$10,235 for the core visitor season, end of May through Labor Day.</p>
Budget Estimate & Funding Resources	Developing a budget to open more of Glacier National Park to visitors is premature since the magnitude of the task is not known at this time. NPS staff reports that it is not allowed to use its funds to market or advertise.
Initial or Next Steps	NPS staff is currently reviewing comments from the Going-to-the-Sun Road Environmental Impact Statement scoping meetings held in December 2000 and will review comments from the Advisory Committee proceeding scheduled for September 2001. NPS staff conducts informal reviews of new ideas to improve Park uses throughout the year. To open more of Glacier to visitors, the GMP may need to be amended.
Examples	Not applicable
Priority Action 14	
Continue improving customer service through hospitality training.	
Description	<p>The Superhost program, which is managed by the Flathead Valley Community College under contract with Travel Montana, produces half day workshops for employees who communicate with the public. A "community program" and a "high school program" are offered. The employer pays \$15 per participant; the remainder of costs are subsidized with bed tax revenues.</p> <p>This service is well received in the community. It is included in the visitor development strategy to underscore its importance. With more resources, the program might be offered more frequently, or in more locations, or expanded to include "heritage tourism" which would teach about the rich cultural traditions and local visitor services, or produced on videotape for those unable to attend.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 14	Continue improving customer service through hospitality training.
Description, continued	A special program to educate participants about the Going-to-the-Sun Road project and about alternative visitor opportunities might be timely as the project nears construction. The Superhost program manager recommends that additional funds could be used to extend the program into high schools more effectively.
Type	Organization
Demographics	This is designed to target employees who interact with the public.
Expected Result	Visitors who are treated well will tell their friends and are likely to become repeat visitors.
Technical Specialists	The Flathead Valley Community College provides this service well and cost-effectively.
Primary Implementers & Staffing Requirements	The Flathead Valley Community College would continue to provide this program. It is current managed on a statewide basis with one manager plus a staff of seven trainers. As an illustration, increasing the program 25 percent and concentrating the increase in the local impact area would increase staffing needs by two trainers and provide training for 400 additional participants.
Budget Estimate & Funding Resources	<p>Annually, 1,600 people are trained statewide with a budget of \$85,000; \$65,000 from Travel Montana and \$20,000 from participants' fees. This equates to an average cost of \$53 per person.</p> <p>Continuing the illustration from above, increasing the program by 25 percent would cost \$21,250 annually.</p>
Initial or Next Steps	Local tourism development organizations might convene a meeting with the Superhost Program manager to identify how additional resources could best be used in the local area. A fundraising initiative that targets organizations that benefit directly from the Superhost Program could be supplemented with potentially available funds from the Road project.
Examples	<p><i>Local Example.</i> The Superhost program, which is managed by the Flathead Valley Community College and subsidized with bed tax revenues.</p> <p><i>Other Example.</i> Jasper also conducts continuing education classes for employees in the hospitality industry in heritage tourism.</p>

Table 16: Priority Action Strategies (Continued)

Priority Action 15	Broaden and improve cooperation and communication among local tourism development organizations.
Description	<p>There are more than 20 economic development and tourism development organizations in the local impact area in northwest Montana and southwest Alberta, Canada. These include chambers of commerce, visitor and convention bureaus, and regional tourism organizations. While intentions are good, coordination among these organizations could be improved.</p> <p>There is a second tier of organizations that is occasionally involved in visitor development or could become more involved if invited. Some examples include the three local community colleges and the tribal councils of the Blackfeet and the Confederated Salish and Kootenai. There is a broad desire to find ways to involve these organizations more in local visitor development initiatives.</p>
	<p>Sharing information and expertise can generate more visitors to the local area. For example, some local economic development organizations, such as Chinook Country, have outstanding experience and success in establishing and marketing themed travel trips, such as The Cowboy Trail and Mount-to-Mounties Trail. Others, such as Glacier Country, Travel Montana and the NPS, have outstanding websites with extensive linkages. Some organizations have established excellent relations with specialized tour groups, such as hobby pilots who fly-in to local airports to vacation.</p> <p>In addition to simply sharing information, there are added tasks that the group might collaborate on to achieve. To paraphrase one local tourism development specialist, the whole can be greater than the sum of the parts. Some ideas include venturing together to solicit grants and sponsorships, joint marketing, sponsoring entrepreneurial opportunity workshops in the hospitality industry and developing a message regarding the significance of the tourism "sector" within the local economy.</p>
Type	Organization
Demographics	Not applicable
Expected Result	Better usage of local resources will improve the delivery of visitor services, thereby bolstering the local economy.
Technical Specialists	No additional technical specialists are needed to activate this priority.

Table 16: Priority Action Strategies (Continued)

Priority Action 15, continued	Broaden and improve cooperation and communication among local tourism development organizations.
Primary Implementers & Staffing Requirements	<p>The two multi-jurisdiction tourism development organizations, Glacier Country and Chinook Country, might co-sponsor the first joint meeting. It has been suggested that meetings be held three times a year (February, June and October).</p> <p>To supplement these joint meetings, the communications director (See Action 10) might attend each regular board meeting to share information and help cross-fertilize ideas.</p>
Budget Estimate & Funding Resources	Each organization would provide funding for its staff to attend meetings.
Initial or Next Steps	One or several local economic development organizations should initiate contact with others and establish the first joint meeting date, time, place and preliminary agenda. Invitees might not only include local and regional economic and tourism development organizations, but also Travel Montana, Alberta Community Development, the NPS, and GPI.
Examples	<i>Local Example.</i> Local economic and visitor development organizations already coordinate and communicate via meetings, email, conferences and the like.